

DOCUMENT RESUME

ED 179 845

CG 013 985

AUTHOR Duncan, J. T. Skip, Comp.: And Others  
TITLE Police Stress: A Selected Bibliography.  
INSTITUTION Aspen Systems Corp., Germantown, Md.  
SPONS AGENCY National Inst. of Law Enforcement and Criminal  
Justice (Dept. of Justice/LEAA), Washington, D.C.  
PUB DATE Jun 79  
CONTRACT J-LEAA-023-77  
NOTE 96p.  
AVAILABLE FROM Superintendent of Documents, U.S. Government Printing  
Office, Washington, D.C. 20402 (Stock No.  
027-000-00842-9)

EDRS PRICE  
DESCRIPTORS

MF01/PC04 Plus Postage.  
\*Adjustment (to Environment): Annotated  
Bibliographies: \*Anxiety: Behavior Patterns; Job  
Skills; Law Enforcement: \*Performance Factors;  
\*Police: Police Community Relationship; Resource  
Materials: \*Stress Variables: \*Task Performance

ABSTRACT

The need to perform effectively under stress is a concern in many professions. For police officers and managers, who make split-second life and death decisions, the problem takes on added significance. The annotated documents compiled are in three sections: an overview to describe types and effects of stresses, police stress causal factors, and management approaches to reduce stress. Appendices describe 33 training films that depict stressful situations and promote successful management techniques, and give a source list of annotated documents. (Author/BMW)

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# Police Stress

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Police stress is a problem that is gaining increased attention because of its potential effect on the way police officers perform their duties. This bibliography has been compiled to focus attention on the causes, manifestations, and suggestions for alleviating police stress.

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# **POLICE STRESS**

## **A Selected Bibliography**

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•  
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**National Criminal Justice Reference Service**

**June 1979**

**United States Department of Justice**  
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## INTRODUCTION

The need to perform effectively under stress is a concern in many professions. For police officers and managers, who must make split-second life and death decisions, the problem takes on added significance. Poor judgment on the part of an intervening officer suffering from stress could have serious ramifications for the public. The effects of psychological stress on police officers are well documented (see Blackmore, entry no. 2; Hurrell and Kroes, entry no. 7; Jacobi, entry no. 8). Police officers suffer disproportionately from serious health problems (alcoholism, heart disease, gastrointestinal disorders), marital and family problems, and emotional problems. Suicide--the ultimate symptom of distress--occurs in police officers at a rate far exceeding that of most other occupations (see Richard, entry no. 15).

The causal factors are as varied as the manifestations. In addition to the dangerous nature of some police assignments, there is the stress caused by the realization that even routine assignments quickly can become life-threatening. At the other extreme, Kroes, Margolis, and Hurrell report--in a study for the National Institute for Occupational Safety and Health--that boredom is a significant cause of stress (entry no. 22). The need to repress emotions (Kirkham, entry no. 42) is one obvious stress factor: police officers learn to bury their feelings and remain outwardly calm on the job, to the detriment of their health and family relationships.

The organization of police agencies contributes to occupational stress. Rotating shift work, quasi-military structure and discipline, lack of lateral transfer opportunities, and inadequate career development (Eisenberg, entry no. 32; Niederhoffer, entry no. 48) have been cited by police officers as factors in occupational stress. Frustration about time "lost" in court and a constant concern about their actions being criticized (Krajick, entry no. 45; Kroes, entry no. 46) are other sources of job dissatisfaction and stress. The police image portrayed on popular television programs also contributes to stress: many police officers think the public expects them to be "supercops" like their fictional counterparts.

Although the hazards and stresses cannot be eliminated, a number of measures are available to police management to reduce sources of stress and provide support services that enable police officers to adjust to the unchangeable aspects of their work. This bibliography has been compiled to focus attention on the uniquely

stressful nature of police work and to present a variety of managerial approaches that have been effective in reducing the physical and emotional impact of law enforcement on line officers. The citations have been organized into three chapters. Because of the nature of the material, however, there is considerable overlap, and readers are encouraged to review all three chapters.

- Overview. These documents describe the types of stresses, effects of stress, and stress research.
- Causal Factors. The documents in this section examine police stress factors more closely. Specific factors include police self-esteem, police-community relations, conflict situations, social isolation, intra- and inter-organizational practices, moonlighting, training, and civil liability.
- Management Approaches. Strategies to reduce stress include more explicit policies, improved equipment, enlightened personnel practices, availability of professional and peer counseling, more practical training, more effective discipline measures, less emphasis on military organization, increased attention to physical condition, refined selection and education processes, programs for families of police, and specific training in stress management techniques.

As a further aid, Appendix A describes 33 training films that depict stressful situations and promote successful management techniques.

All of the items have been selected from the data base of the National Criminal Justice Reference Service. Information about how to obtain these materials is provided on the following page.



## HOW TO OBTAIN THESE DOCUMENTS

All of the documents in this bibliography are included in the collection of the National Criminal Justice Reference Service. The NCJRS Reading Room (Suite 211, 1015 20th Street, NW., Washington, D.C.) is open to the public from 9 a.m. to 5 p.m. Many of the documents cited in this bibliography may be found in public and organizational libraries. All of the documents cited are also available in at least one of the following three ways:

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## OVERVIEW

1. BALDWIN, R. Inside a Cop: Tensions in the Public and Private Lives of of the Police. Pacific Grove, California, Boxwood Press, 1977. 136 p. (NCJ 44299)

A representative survey of police officers and their families examines how police officers see themselves and others. Conceived with the idea that the nation's police, who are currently thought of in light of the few large metropolitan police forces, could be better known through an indepth study of a single force of less than 200 men and women, the book presents the views of police in a composite city called "Eastern City." The survey instruments, which are not reproduced, consisted of a pretested set of open-ended questions, a background information form, an open-ended questionnaire for police officers, one for their spouses, and one for their children over the age of 13 (an arbitrarily chosen age limit). Interviews were conducted with officers and their families who volunteered to elaborate on the survey responses. Members of the police department's vice squad were also questioned to give an example of the complex decisionmaking problems faced by such a unit and by other officers. Discussions follow of police-family relationships, police-community relations (particularly relating to racial and ethnic groups), the question of the "new morality" and police as morals enforcers, and police use and overuse of authority. Interdepartmental morale problems, exemplified by complaints about politics, promotion, drinking, and favoritism, can be resolved by adherence to conflicts which develop through the overlap of friendship conflicts which develop through the overlap of friendship and occupational activities. Better relations with the public can only be attained through greater contact with the community and greater openness on the part of the police. A bibliography and index are provided.

2. BLACKMORE, J. Are Police Allowed To Have Problems of Their Own? Police Magazine, v. 1, n. 3:47-55. July 1978 (NCJ 48711)

There is a growing awareness, not only among researchers but also within police departments, that job stress and its attendant problems are inherent conditions of police work requiring greater attention. More than those in other occupations, police officers are subjected to many job-related demands and stresses. More than in other occupations, there is a tendency for stress-related problems to be hidden by officers and ignored by the department. This, however, is changing. More rigorous screening of police personnel and the availability of departmental mental health programs are improving the situation. A study of 2,300 police officers in 29 departments found that 37 percent of the officers have serious marital problems, 36 percent have serious health problems, 23 percent have serious alcohol problems, 20 percent have serious problems with their children, and 10 percent have drug problems. Another study found that, in terms of visits to public mental health facilities, police ranked well below

other occupations. This, however, may be a sign of an unwillingness to seek help rather than an indication of good mental health and may, in part, be a result of the super-masculine image of the police officer. Officers who fail to seek help regarding mental-health problems or who experience difficulties coping with job-related stress only compound the problem. Stress-induced problems may be manifested in the form of hostility, aggression, psychosomatic complaints, or dereliction of duty. However, as police administrators come to realize the enormous human costs involved, psychological service units are being established within departments to aid officer-clients. Four types of stress are frequently found in police work: (1) external stress related to negative public attitudes toward police or inability to stem crime; (2) organizational stress such as low pay or arbitrary rules; (3) performance-related stress including work schedules, boredom, or fear; and (4) personal stress, such as marital problems or minority affiliation. Alcoholism and divorce--two problems often related to job stress--are particularly frequent among police personnel. An alcoholism program in New York City was one of the earliest police mental-health programs. Mental-health services and programs in Detroit, Boston, and Southern California have been established to provide counseling (both peer and group approaches) to help police officers cope with stress and stress-related problems. Although preliminary studies indicate that the police organization itself may be a major source of stress, no department has yet made an effort to systematically reduce stress sources. Assorted illustrations are included.

3. FRENCH, J. R. P. JR. Comparative Look at Stress and Strain in Policemen. In Kroes, W.H. and J.J. Hurrell, Jr., Eds. Job Stress and the Police Officer: Identifying Stress Reduction Techniques: Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 12 p.

MICROFICHE (NCJ 43648)

GPO Stock No. 017-033-00149-9

Job-related stress and strain experienced by police officers and by men in 22 other blue-collar, white-collar, and blue/white-collar occupations are compared in a study of 2,010 workers. The 111 police officers sampled from four different departments were found to be slightly younger and slightly lower in social-economic status and mean income than the overall sample. Police officers experience more stress than other workers with regard to responsibility for other people, complexity of work, and nonparticipation. Police officers experience less stress than others with regard to job insecurity and underutilization of best abilities. Police experience less affective strain in the areas of job dissatisfaction and boredom, but greater strain with regard to anxiety, depression, and irritation. Police officers with lower levels of participation report greater job dissatisfaction. A poor fit between actual job complexity and desired job complexity correlates with job dissatisfaction, boredom, and de-

pression. Other studies conducted in the United States and elsewhere support the finding on the effects of low participation. Implications of the findings for the prevention of stress and strain in police work are discussed.

4. HAGEMAN, M. J. C. Occupational Stress of Law Enforcement Officers and Marital and Familial Relationships. Doctoral Dissertation. Pullman, Washington, Washington State University, 1977. 114 p.

(NCJ 44610)

A sample of 70 law officers and their spouses from Washington State was surveyed to investigate role conflict, job satisfaction, marital satisfaction, job and family compatibility, and other factors. The sample of law enforcement officers was compiled from those who attended the 14-week basic law enforcement academy in Issaquah, Washington, from January to July 1974. The sample consisted of 32 wives and girlfriends of the officers who had come to the academy to attend a family orientation program with their partners. The subjects completed a self-administered questionnaire with coded and open-ended questions developed to investigate role conflict, job satisfaction and compatibility with family life, authoritarianism, social isolation, role commitment both in the marital and officer role, and modes of adaptation, i.e., role distance. There were no significant differences between rookies and veterans, or marrieds and nonmarrieds, on the role conflict scale. The aspect of being an officer 24 hours a day had the highest total role conflict mean score for married officers. In general, rookies experience less conflict with time commitment, detachment, and resentment, and have higher marital happiness scores than do veterans. These findings and the cited literature indicated that law officers learn to cope with occupational stress by detachment--being emotionally uninvolved. As the length of service increases, this coping mechanism becomes part of the officer's personality. According to the spouses' impressions, rookies rarely detach themselves from their feelings whereas veterans quite often do. Similarly, significant results were reported with the women's impressions of their spouse's emotional repression. The moderate association between wives' feelings of marital happiness and their impressions of their spouses' repression was further support for the interrole conflict between occupational and marital roles. The questionnaire is reproduced in an appendix, and tabular data and graphic illustrations are provided.



5. HILLGREN, J. S., BOND, B. and S. EDSTROM. Primary Stressors in Police Administration and Law Enforcement. Undated. 9 p.  
MICROFICHE (NCJ 27736)

A survey of 20 police chiefs and sheriffs was conducted to determine their perceptions of the major sources of job stress for their line officers and themselves. The police administrators were polled at an executive development center for law enforcement officials. Their departments represented cities in 7 southeastern States and ranged from 60 to 400 in manpower. A list of nine stressors for line personnel were identified: administration, role conflict, double standards, leniency of the courts, peer group pressure, social exclusiveness, limited time for home life, supervisors, and the impact on public opinion versus sworn duty on the degree of aggressiveness displayed. Major sources of stress cited as affecting chief administrators included imposing discipline, the news media, difficulties in communication, perceived conflicting demands from public and personnel, line officer performance/conduct, and public pressure from changes in law enforcement. Many of the stressors identified are not inherent in the job itself, but tend to originate from within the organization and its procedures. Also noted is the identification of similar stressors for the two groups--pressures from city officials, the courts, and the community. One way of reducing these stressors would be for city officials to concur that effectiveness and efficiency, rather than political considerations, should be the major criteria satisfied in administrative decisions.

6. HILLGREN, J. S. and R. B. BOND. Stress in Law Enforcement: Psycho-Physiological Correlates and Legal Implications. Undated, 18 p.  
MICROFICHE (NCJ 27734)

Certain parameters of stressors and mediating processes in law enforcement are defined, and criteria for professional, supportive techniques of stress management are outlined. Physical stressors which may affect police job performance are first discussed. These include demands such as constant physical readiness, need for quick response, and poor eating and sleeping habits induced by changes in shift. Primary areas of psychological and emotional stress are then investigated. Among the stressors discussed are role conflict, pressures of police discretion, personality factors, and the need for suppression of emotion in the face of unpleasant situations. Such results of physical and psychological stress as job disillusionment, impaired physical performance, inappropriate emotional reactions to situations, and deterioration of the officer's family and social relationships are explored. The author suggests that the responsibility for relieving stress in law enforcement may legally lie with the police administration. Structural considerations of a stress management program are explored, including a preservice assessment of applicants for vulnerability to potential stressors, preventive



training in stress recognition and management, and reactive treatment such as physical stress release activities and counseling or psychotherapy.

7. HURRELL, J. J. and W. H. KROES. Stress Awareness. In their Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 15 p.  
MICROFICHE (NCJ 43661)  
GPO Stock No. 017-033-00149-9

The causes and consequences of job stress in police work are discussed, emphasizing the need to make police officers aware of the job stress problem. Psychological stress on the job is a serious occupational hazard. Stressors impinging on police officers include those shared in other occupations (e.g., role conflict, work overloads) and those specific to police work (e.g., unfavorable public attitudes toward the police). Most stressors originate in the department's organizational structure or in the attitudes of the public. Research has demonstrated a clear association between psychological job stress and coronary heart disease and its risk factors. The consequences of shiftwork in policing, the effects of the police officer's job on his homelife, and the problem of alcoholism are other areas of concern. Evidence can be found of both positive and negative implications of the police subculture, e.g., the tendency of some police officers to associate only with other officers. There is indirect evidence that regular physical exercise may reduce stress or mediate its effects. Stress reduction can be achieved by eliminating the stressors, increasing the individual's ability to cope with stress, and providing the individual suffering from stress with help.

8. JACOBI, J. H. Reducing Police Stress: A Psychiatrist's Point of View. In Kroes, W.H. and J.J. Hurrell, Jr., Eds. Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 32 p.  
MICROFICHE (NCJ 43650)  
GPO Stock No. 017-033-00149-9

A psychiatrist who works with disabled police officers of the Los Angeles Police Department discusses the causes and consequences of job-related stress and methods of alleviating that stress. Psychological stress produces not only mental and emotional disturbances, but also a wide range of psychophysiological disturbances that can lead to demonstrable organic diseases such as skin disorders, backaches, muscle cramps, tension headaches, bronchial asthma, hyperventilation, ulcers, genitourinary disturbances, and endocrine disorders. A major disability among police officers is the low back

syndrome. Clinical observations of disabled officers in Los Angeles indicate that the most frequent common denominator of perceived stress is performance anxiety related to a fear of doing something wrong, of being criticized, or of being investigated, tried, suspended, or fired. Other sources of performance anxiety include concern about proving masculinity and civil suits filed against police officers. Another source of conflict and stress is the contrast between the officers' orientation toward financial, moral, and physical security and their work-goal orientation of searching for evil. The disability process itself contains many possible sources of trauma that can lead to psychiatric complications. Organizational approaches to reducing job stress for police officers and ameliorating stresses associated with the disability process are suggested. Ideally, early detection of mental disorders or psychophysiological stress through observation, peer intake, self-administered screening tests, and biochemical screening can facilitate the prompt, short-term counseling or appropriate referral of the emotionally distressed officer. A list of references is provided.

9. KELLING, G. and M. A. PATE. Person-Role Fit in Policing: The Current Knowledge and Future Research. In Kroes, W.H. and J.J. Hurrell, Jr., Eds. Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 13 p.

MICROFICHE (NCJ 43651)

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Studies concerned with the convergence of the individual's skills and personality with the characteristics and requirements of the role the individual performs are reviewed. It has been assumed that the better the person-role fit, the more satisfied and productive the person will be. A lack of fit has been thought to be responsible for such problems as stress, dissatisfaction, boredom, alienation, low productivity, and, ultimately, poor physical and mental health. The possibility of a poor person-role fit may be discovered before a person joins an organization, either by the organization in its screening efforts or by the individual. Once a part of the organization, the individual may respond to a growing person-role misfit through such self-initiated actions as leaving the organization, becoming apathetic, forming unions, or attempting upward mobility. Although the individual may adjust to the role requirements through changes in personality, such solutions often are accompanied by undesirable byproducts. The Dallas Police Department uses a task-specific approach to match recruits to functions and is beginning to examine the fit between personality characteristics and organizational environment. The Kansas City Police Department uses a task-oriented approach to assess candidates for promotion to supervisory positions. A study of work orientation and attitude in police officers found that most attitudes appear to be the product of a combi-

nation of variables from both the work and nonwork milieu. A second study found little correlation between background factors and job satisfaction among police officers. Research seems to indicate that certain aspects of police work are stressful. However, little is known about the causes and effects of stress or about the outcomes of programs designed to isolate and deal with stress. Considerable theoretical and empirical research remains to be done. A list of references is included.

10. LEWIS, R. W. Toward an Understanding of Police Anomie. Journal of Police Science and Administration, v. 1, n. 4:484-490. December 1973.  
(NCJ 11914)

This article presents sociological discussion of professionalism and occupational danger-stress, two factors which are advanced as causes of apathy, anxiety, and frustration. Based on the thesis of sociologist A. Niederhoffer, the author discusses the ills afflicting modern police officers in terms of professionalism, anomie, and cynicism. Niederhoffer argues that given the pressure for professionalism by middle-class professional administrators on working-class patrol officers, a condition of anomie is created in which the patrolmen react with rebellion and adopt a philosophy of cynicism. Supporting research is presented. An alternate hypothesis proposed is that anomie has its base in the primary instincts of self-preservation and fear. The stress placed on the police by the nature of their employment and its conceptualization by the police, labeled danger-stress, is established as the prime force of anomie. Additional sociological theory is presented, and further discussion is directed towards the concepts of danger-stress and anomie as they pertain to suicide. The author concludes that the police officer is caught between the disruptive effects of professionalism and danger-stress. Brief suggestions for training programs in this latter area are included.

11. MALIK, M. A. O. Emotional Stress as a Precipitating Factor in Sudden Deaths Due to Coronary Insufficiency. Journal of Forensic Sciences, v. 18, n. 1:47-52. January 1973.  
(NCJ 12092)

This article presents an examination of 21 reliably documented cases of sudden coronary death related to a range of emotional stresses--anger, grief, depression, fright, and excitement. The possible mechanisms involved are discussed, and it is suggested that emotional stress may play a role in the pathogenesis of coronary atheroma.

12. MORE, H. W. JR. American Police: Text and Readings. St. Paul, Minnesota, West Publishing Company, 1976. 287 p. (NCJ 34668)

The 23 articles in this anthology deal with the contemporary police department and the psychological factors affecting police behavior--organizational and job stress. The text begins with an examination of the history of police, from the early history of English law enforcement through urbanization and modernization in the United States. Police functions are discussed from the standpoint of organization and distribution, emphasizing police response, functions of patrol officers, and problems of smalltown police. A section dealing with "policing society" presents articles on psychodynamic understanding of police and police work, the police perspective, the citizen perspective, and police discretion. The police personality is discussed, and issues such as misconceptions, values, cynicism, anomie, and overperception of hostility are explored. Police behavior is also addressed in discussions of police culture, attitudes toward communication with the public, police prejudice, police deviancy, and militant police officers. Organizational stress on police officers, job stress on police administrators, and the concept of a consumer-oriented police department are examined in a section related to organizational impact. An appendix presents a paper entitled "Ethical Standards in Law Enforcement," prepared by the Law Enforcement Association on Professional Standards, Education, and Ethical Practice. An index is provided.

13. PHELPS, L. Police Tasks and Related Stress Factors From an Organizational Perspective. In Kroes, W.H. and J.J. Hurrell, Jr., Eds. Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 11 p. MICROFICHE (NCJ 43654)  
GPO Stock No. 017-033-00149-9

Environmental, interpersonal, and administrative factors contributing to stress among police personnel are considered, and strategies for minimizing organizational sources of stress are suggested. The conditions, circumstances, situations, and influences that act on the police officer to generate stress include those arising directly from work and personal experiences and those created by personal, public, and organizational expectations. Interpersonal factors include the diversity of personalities within the police agency, physical and emotional problems, and the personality "costs" resulting from the decisions police officers must make. Potential sources of stress within police management include the authoritarian work climate, communication problems, and organizational hierarchies. Specific suggestions for minimizing stress include the following: provide employee and family counseling; establish rotational staffing policies; implement a philosophy of human relations in personnel management; seek legislative and public commitment to the



provision of adequate resources for police agencies; minimize insecurity and anxiety by promoting communication among all agency members; adhere to suitable employee recruitment and selection practices; strengthen ties between the public and the police; use small group theory, as implemented in team policing, to diminish anxieties associated with individual accountability.

14. POLICE: UNDER FIRE, FIGHTING BACK. U.S. News and World Report, v. 84, n. 13:37-45. April 1978. (NCJ 51919)

The effectiveness of police officers is studied with respect to training, job performance, responsibilities, minority representation, unionization, and rights. Future trends are examined. Although current public attitudes towards the police profession are positive, the inability of some police departments to cope with the social unrest of the 1960's prompted an examination of the police officer's role in society. The result was a movement to change law enforcement officers into service workers responsible for handling a broad range of social problems. Police instruction now encompasses the use of computers in crime analyses, psychological and social factors affecting community relations, the use of "team policing" in which officers and specialists work together in a specified geographic area, and legal training to determine the relevance of gathering certain evidence to support convictions. A Rand Corporation survey, funded by the Federal Government, revealed that detectives' work which consists largely of reviewing reports, documenting files, and interviewing victims, could be shifted in order to increase productivity. Police competence has been criticized for two reasons: the failure of the arresting officer to find sufficient witnesses and evidence to insure convictions, and a lack of effort to eliminate organized crime and white-collar criminal activities. Scandals involving police officers in improper arrests, excessive use of force, corruption, and other wrongdoings, have received increased public attention. The Law Enforcement Assistance Administration has provided funds to cities to establish programs that elevate the role of the police officer. Through the help of unionization and collective bargaining, law enforcement officers are now demanding better salaries and fringe benefits based on the dangerousness of their work, irregular hours, psychological stress, and the broad scope of their responsibilities. Defense in disciplinary cases is gaining support as part of a drive for police rights in challenging political influences in matters pertaining to internal organization. The following future trends are becoming apparent: applicants for police force jobs are increasing, hiring emphasis is being placed on knowledge and training, and urban police departments are decreasing in size while suburban departments are expanding. Insufficient representation of minorities and women has led to the conclusion that police departments are occupational forces insensitive to the needs and concerns of the community. Civil rights groups and the United States

Department of Justice have filed suits against police executives violating civil rights law pertaining to the hiring of minorities.

15. RICHARD, W. C. and R. D. FELL. Health Factors in Police Job Stress. In Kroes, W.H. and J.J. Hurrell, Jr., Eds. Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 12 p. MICROFICHE (NCJ 43649)  
GPO Stock No. 017-033-00149-9

Indexes of physical and emotional illness in police officers and other occupational groups are compared in a study based on data from death certificates, mental health centers, and general hospitals in Tennessee. Death certificates were sampled to gather information on premature death and suicide rates. A total of 6,720 certificates, representing 50 percent of all deaths in Tennessee from January 1972 through June 1974, were examined. Case files for 8,528 persons attending community mental health centers during the same period were examined. Data on medical illnesses were obtained for 1,867 persons admitted to three general hospitals from 1972 through 1974. The data indicate that police officers have a somewhat greater incidence of health problems than do people in other occupations. Police have significantly higher rates of premature death and rank third among occupations in suicide rate. Police are admitted to general hospitals at a significantly higher rate but do not seek help at mental health centers at above-average rates. Police often are admitted to general hospitals with problems of the circulatory and digestive systems. Implications of the findings are discussed. Tabular data and a list of references are included.

16. SCHWARTZ, J. A. and C. B. SCHWARTZ. Personal Problems of the Police Officer: A Plea for Action. In Kroes, W.H. and J.J. Hurrell, Jr., Eds. Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 12 p. MICROFICHE (NCJ 43652)  
GPO Stock No. 017-033-00149-9

Police practices regarding alcoholism, divorce, suicide, and other personal problems of police officers are examined, and strategies for improving the practices are suggested. Personal problem areas with which police departments must deal include the tendency of some officers to devote too much time to their work (i.e., the workaholic); the officer who has 6 or 8 years of seniority but has not been promoted (the burnout); divorce and other family problems; alcoholism; heart disease, back trouble, and other physical problems; psychological problems; the special problems of female and minority officers; adjustment to retirement; suicide, particularly among older officers;



- and career uncertainty. Because the department lacks control over some of the central determinants of stress and because of the uncertainties involved in relating stress to specific personal problems, it appears that initial efforts should focus on the problems themselves. Methods for reducing and preventing personal problems of police officers include administrative training, comprehensive long-term personnel plans, midmanagement training, involvement of police officers' organizations, career development alternatives, psychological services, orientation programs for police officers' spouses, career counselling, and phased retirement programs. A comprehensive survey and analysis of existing programs designed to alleviate the personal problems of police officers is needed.

17. SHEPPARD, H. L. Note on the Application of Stress Research Findings to Problems of Police Job Stress. In Kroes, W.H. and J.J. Hurrell, Jr., Eds. Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. U.S. Government Printing Office, 1975, 4 p.

MICROFICHE (NCJ 43653)

GPO Stock No. 017-033-00149-9

Studies on job stress and its sources are reviewed, with special attention to the relevance of research findings for the development of stress alleviation and prevention programs for police officers. Physiological disorders often can be traced to psychosocial factors, many of which arise from working conditions. Recognition of the importance of the stress potential of such work elements as police-community relations, shift work, position in the organizational hierarchy, resource adequacy, and time in court is more likely if it can be demonstrated that such work elements affect health status. A study of white, male, blue-collar workers found that certain differences in the jobs held by discontented and contented workers had to do with variety, autonomy, initiative, and promotion opportunities. Other research findings offer epidemiological evidence of relationships between the work environment and health status. Another study suggests that the personnel selection model (finding the right person for the right job) may be inadequate, particularly if the long-term impact of the work experience on individuals is ignored. Organizational analyses point to the adverse effects of failure to provide feedback on job performance. Findings of above-average rates of hypertension in taxi drivers and front-line soldiers may have implications for police officers. Attention should be directed to the phenomenon of heterogeneity within task attributes (in terms of stressors) regardless of occupation, rather than focusing on the question of whether police experience greater stress than do workers in other occupations.

18. SINGLETON, G. W. Effects of Job-Related Stress on the Physical and Psychological Adjustment of Police Officers. Doctoral Dissertation. Detroit, Michigan, Wayne State University, 1977. 136 p. (NCJ 45406)

The hypothesis that increased experiences of physically threatening encounters among police officers would result in physical, psychological, and interpersonal problems and decreased job satisfaction was tested. The subjects tested were 90 male police officers of a large, midwestern industrial city who held the rank of patrolman and had been on the force from 3 to 9 years. Individual unstructured interviews resulted in the assignment of these officers to one of three predefined independent groups: low physical stress, moderate physical stress, or lethal stress. The following testing instruments were administered to the subjects: (1) the Cornell Medical Index Health Questionnaire, for the purpose of obtaining a general medical history; (2) the Taylor Manifest Anxiety Scale, which includes both physical and psychological symptoms of trait anxiety; (3) the situation anxiety scale, which measures the officer's self-reported awareness of stress reactions while on duty; (4) the SCL-90, a self-report clinical rating scale which measures somatization, obsession-compulsion, interpersonal sensitivity, depression, anxiety, hostility, phobic anxiety, paranoid ideation, and psychoticism; (5) the job satisfaction scale; and (6) the social desirability scale, as an indication of the defensiveness of the officer's responses. A pattern of interpersonal hostility, suspiciousness, discomfort, and difficulty seems associated with increased physically threatening encounters on the job. The occurrence of lethality or near-lethality, however, does not appear to be further associated with interpersonal distress beyond that already experienced by officers who have encountered moderate stress in the form of injuries sustained in sublethal physical encounters. Thus, it is the experience of potential threat to life and personal safety which is associated with greater anger and suspiciousness, discomfort and self-consciousness, and interpersonal problems. Those police officers who have sustained no injuries resulting from physical encounters show significantly less difficulty in those areas. Further research into long-term effects of stress and the creation of programs to identify officers who have experienced at least moderate stress on the job for the purpose of providing individual or family intervention are suggested. Supporting statistics and documentation as well as a bibliography are provided.

19. STRATTON, J. B. Police Stress, Part 1: An Overview. Police Chief, v. 45, n. 4:58-62. April 1978. (NCJ 53231)

This article explores stress, law enforcement stressors, and the physical and emotional effects of stress on the police. A working definition of stress is demand placed on the system; however, although stress is necessary to effective functioning and should not be con-

sidered harmful, mismanaged stress or an overabundance of stress harms the human nervous system. Stressors can be defined as anything which produces an autonomic stress response in an individual. In law enforcement, stressors have been identified in various ways and have been broken down into four groups: (1) stressors external to the law enforcement organization; (2) stressors internal to the organization; (3) stressors in police work itself; and (4) the stressors confronting the individual police officer. Major stressors which exist as a result of these categorizations include the following, respectively: (1) the large number of situations in which the officer's body is called on to be in an alert state; (2) situations in which an officer is responsible for an individual's life; (3) shift changes which are a necessary part of any law enforcement organization; and (4) the difficulties in an officer's individual life caused by these swift changes. Some of the suspected physical effects of stress are digestive problems, head and back aches, heart disease, and weight gain, whereas emotional problems include compulsive overwork, exhaustion syndrome, alcoholism, emotional reactions to traumatic experiences, and marital unrest. References are cited. For Part 2, see NCJ 53238.

20. SYMONDS, M. Emotional Hazards of Police Work. American Journal of Psychoanalysis, v. 30, n. 2:155-160. 1969. (NCJ 16781)

An examination is presented of common psychological and personality traits of policemen and of the relationship of those traits to the stresses of police work. Stresses are considered in two categories: stress due to the nature of police work, and stress as a result of the nature of the quasi-military police organization. The type of police applicant often sought by police departments is also discussed. Observations are drawn largely from the author's experience as a policeman and police psychiatric consultant.

21. WALLACE, L. Stress and Its Impact on the Law Enforcement Officer. Campus Law Enforcement Journal, v. 8, n. 4:36-40. July-August 1978. (NCJ 50870)

This article discusses the sources and effects of police work pressures and suggests methods for alleviating the resulting damage to the officers and society. The realities and stresses of the police officer's job can result in edginess, health problems, marital difficulties, and psychosomatic symptoms. Internalization of feelings, resulting from the demand for restraint, can have damaging effects on the body and mind. The following categories of law enforcement stressors are identified: (1) external factors, (2) internal organizational factors, (3) police work itself, and (4) individual concerns. The stressors which seem to bother officers most are those

which threaten their positive self-image. Stress effects can be considered in terms of mental strain, physical strain, and societal costs. Short-term and chronic effects of job stress are examined in view of their potential for anxiety, tension, fear, depression, fatigue, and alienation. Psychophysiological conditions leading to medical disorders are discussed. Consideration is given to the economic losses for society resulting from the stress-related effects on the efficiency and effectiveness of the tax-supported police organization. Death certificates, mental health centers, and general hospitals were surveyed to obtain information for a comparison of the stress effects related to police work and other occupations. The surveys found a higher incidence of serious problems related to police work stress. It is suggested that controllable stressors be modified so as to eliminate some of the pressures on the police officer. References are provided.

22. U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE. National Institute for Occupational Safety and Health. Job Stress in Policemen: Research Paper. By W.H. Kroes, J.J. Hurrell, Jr., and B.L. Margolis. Cincinnati, Ohio, undated. 70 p. MICROFICHE (NCJ 18043)

This document presents a report on an interview study designed to identify potential stressors perceived as significant sources of stress in police work. One hundred and thirty policemen (100 field police and 30 administrators and supervisors) were asked about their background, perceptions of job stress, and health status. Four major questions were asked: what was bothersome about his job; what he thought bothered other policemen; how he rated five specific stressors; and what was the last time he felt particularly uncomfortable in his job. Sources of stress mentioned most often in response to the first two questions were courts, administration, equipment, and community relations. Administration, crisis situations, changing shift routine, and isolation/boredom were the stressors cited most often in response to question three. The four categories of negative incidents reported most often by policemen involved administration, line of duty, negative public reactions, and courts. Responses of police administrators to questions one and two cited administration, equipment/manpower, community relations, and courts as the major stressors. Work overload, work ambiguity, and community relations were identified as the most prevalent of specific job stressors. The most frequently cited negative incidents involved administration, community relations, disciplinary actions, and new assignments. Responses to all questions are presented in tabular form and broken down. Researchers concluded that much of the administrator's psychological job stress stems from the fact that he is the "man in the middle." The most significant stressors for the patrolmen were judged to center on situations or circumstances which produce a threat to his sense of professionalism. Many major and minor health problems described by both patrolmen and administrators were



implicated as stress consequences. It was suggested that serious attempts to reduce specific job stressors were warranted from the point of view of the effective functioning of the police department and policeman. A list of references is included.

23. . National Institute for Occupational Safety and Health.  
Job Stress and the Police Officer: Identifying Stress Reduction Techniques: Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 255 p.

MICROFICHE (NCJ 43642)

GPO Stock No. 017-033-000149-9

Articles from a symposium held to assess psychological stress factors in police work and techniques for alleviating stress are presented. The symposium, sponsored by the National Institute of Occupational Safety and Health, brought together psychologists, psychiatrists, criminologists, police chiefs, police officers, and others with first-hand knowledge of the problems of stress in police work. Symposium papers present health statistics showing that police officers have relatively high rates of stress-related digestive and circulatory disorders. Excessive numbers of suicides among police officers are also reported. A number of psychological stressors are identified, including conflicting job demands, negative public image, lack of court support, and variable shift routines. Programs for stress reduction and alleviation in policing are described. Among these are participative management, individual and group counseling, and biofeedback. Most of the 20 symposium papers carry separate lists of references. A list of the symposium participants is provided. For separate abstracts of the papers, see NCJ 43643-43661 and NCJ 35934.

24. WALROD, T. H. Causes of Stress to Police Officers Detailed. National Sheriff, v. 30, n. 5:12, 16, 29. October-November 1978.

(NCJ 53007)

Criminal justice administrators should identify job-related stressors and reduce the unnecessary stressors on those under their command to increase efficiency and reduce crime. Morbidity and mortality figures for police officers indicate that they suffer from more stress-related health problems than most other workers. Stress is defined as a physical, chemical, or emotional factor that causes bodily or mental tension that may result in disease. A stressor is defined as a stimulus that causes stress. Police officers face physical hazards in the performance of their duty, yet the most dangerous types of stress are psychological. One way to reduce psychological stress among police officers is to increase communication between police officers and police administrators. Orders are necessary, but they

should be issued courteously and with tact so they do not incite resentment on the part of police officers. Moonlighting in poorly paid departments also can result in stress, and shift work interferes with normal social life; unfortunately, little can be done about this stressor since police work must continue around the clock. Job boredom, poor equipment, and exposure to brutality and carnage must be added to the list of job-related stressors associated with police patrol work. Studies have shown that prolonged stress can result in actual tissue damage, and that frustration can increase both heart rate and systolic blood pressure. One way to identify stressors is to ask police officers to list those things which annoy them most or to fill out anonymous questionnaires. These instruments should be analyzed to determine those stressors that can be reduced. Solutions for reducing stress should be agreed on and implemented. Awareness of stressors on the part of police officers should itself make them better able to cope with their jobs. Knowing that administrators understand and appreciate the patrol officers' position will create more positive attitudes in the department.



## CAUSAL FACTORS

25. ARCURI, A. F. Police Pride and Self-Esteem: Indications of Future Occupational Changes. Journal of Police Science and Administration, v. 4, n. 4:436-444. December 1976. (NCJ 39286)

The findings of a 3-month study are presented in which police officers from southern New Jersey were used to determine how police officers perceive changes in their work. The questionnaire, distributed in conjunction with the study, focused on several variables that may be determinants of occupational changes: recruitment, personal pride, and job satisfaction. Tables presenting significant data and statements by the officers questioned are included in the article. Pride, self-esteem, and a high level of job satisfaction describe the responses of most police officers in the study. The least desirable aspects of a law enforcement career are duties that waste an officer's time and talents and "politics" within departments. Changes are expected to occur within police departments as younger, more professional officers grapple with their more traditional counterparts for more autonomy and fewer bureaucratic rules. It is further expected that this "new breed" of police officer will make demands for a more professional status and, since he views himself with increased esteem, will have greater expectations regarding public respect and cooperation.

26. BAXTER, J. C. and R. M. ROZELLE. Spatial Dynamics and Police-Community Relations. Police Chief, v. 41, n. 6:66-69. June 1974. (NCJ 13938)

Aspects of the distance between interacting people are interrelated functions of stress, culture, situation, perceptions, and expectations. The value of these interactional considerations to police in their dealings with citizens is significant, since the stressful context of most encounters makes accurate prediction of the other participant's behavior difficult. This is most obvious when police encounter members of different racial or ethnic groups.

27. BLUM, R. H. Problems of Being a Police Officer. In Chapman, S.G., Ed., Police Patrol Readings, 2d Ed. Springfield, Illinois, Charles C. Thomas, 1970. p. 76-88. (NCJ 15160)

This article presents a review of personal tensions and conflicts, such as loyalty to fellow police officers, fear, and guilt over using force that results from being a police officer. A wide range of situations which may cause emotional and mental stress in the police officer are discussed. Conflict situations in which two or more incompatible goals or beliefs influence the officer are examined. Among situations discussed are conflicts of loyalty and honesty with respect to fellow officers; conflicts arising from tempta-

tion, fear, or inability to ease human suffering; and conflicts in belief with the law or with authorities. The pressures of making immediate decisions and uncertainties arising from community and departmental change are examined. The public's uncertain acceptance of police in conjunction with often unfavorable news coverage are seen as two of the most serious problems. Recommendations for improving these situations are presented, and include increasing the professional standard of police through training, developing a general ethical code for police, and a public policy on the nature and duties of the police officer's job.

28. BLUMBERG, A. S. and A. NIEDERHOFFER. Police and the Social System: Reflections and Prospects. In their Ambivalent Force: Perspectives on the Police, 2d Ed. New York, Holt, Rinehart, and Winston, 1976. p. 2-23. (NCJ 44844)

This article forwards an assessment of the place of the police in our criminal justice system, in the past and at present, and examines some portents for the future. Sociologists view crime as a normal product of society. Everyone violates the law, but few can be prosecuted. There are seven types of crime: upperworld (i.e., corporate), organized, violent personal, public order, commonplace (petty theft, fraud), political, and professional. Commonplace crime, although not the most harmful, is the most visible: it is, therefore, the most vulnerable to the instruments of law enforcement. Like other bureaucracies, the police force is anxious about its productivity and related budgetary grants; public order and commonplace offenses serve as the requisite statistical data bolstering law enforcement budgets. The police are expected by society to perform effectively within two models of justice--the due process model, in which protection of the rights of the accused person is of foremost importance; and the crime control model, concerned primarily with efficiency and production in day-to-day operations. The police are the most visible element of the criminal justice system, and as such are held responsible for any negative features of its end product. In many cases, police perform more important judicial functions than do judges, particularly in deciding which persons to arrest. A system of external review is necessary to control and reduce possible harmful consequences of police discretion. Some medieval English laws are examined and similarities between the law enforcement abuses they were designed to correct and those of the 1970's are demonstrated. Many police officers feel that there is one universal solution to their problems--professionalization (increased specialization, training, education, etc.). Problems which could result from this approach are pointed out. Critical issues which may be facing the police up into the 1980's include police unionization, the role of police-women, civil disorders, and the future direction of the FBI.

29. CHANG, D. H. and C. H. ZASTROW. Police Evaluative Perceptions of Themselves, the General Public, and Selected Occupational Groups. Journal of Criminal Justice, v. 4, n. 1:17-27. Spring 1976. (NCJ 35492)

This article reports on a study which examined, with a semantic differential scale administered to 492 State and city police, aspects related to the effects of increased strain and role confusion on police. Attitude questionnaires were administered to police officers employed in rural, urban, and suburban settings in two mid-western States. The findings indicated that respondents evaluate themselves and their profession highly, implying they have a positive self-concept and are favorably disposed to their career. The four most negatively evaluated groups were lawyers, college students, politicians, and prison inmates. It is suggested that the low evaluation of lawyers may be due to the respondents' view that attorneys frustrate and complicate the criminal justice system. References are included.

30. CLARK, J. P. Isolation of the Police: A Comparison of the British and American Situations. In Henshel, R.L. and R.A. Silverman, Eds., Perception in Criminology. Irvington-on-Hudson, New York, Columbia University Press, 1975. p. 241-262. (NCJ 35428)

An attempt is made, through comparative analysis, to identify forces that contribute to the isolation and integration of policing, and to suggest their consequences to police organizations and society in general. The perceived restrictive effects of law enforcement on the public, association of police with brutality and corruption, and professionalization are said to be isolating factors. Goal legitimacy, the need for control, and processes of accommodation counteract this to some extent. Data from previous studies on attitudes and perceptions of police in Illinois and Great Britain are presented. It is shown that policing in Illinois and Great Britain occupies a position of some isolation within the respective societies. The character of this isolation is somewhat peculiar to the specific society but considerable similarities exist between the two situations. A large proportion of the police officers sampled in both countries feel socially isolated although the British officers are more likely to notice the lack of social integration. Both British and Illinois police and public agree in principle on the content of the ideal police role, but at least in Illinois police role performance differs significantly from this common ideal. Data suggest that the police knowingly perform their function somewhat differently than their own individual convictions or their perception of public desires would dictate.



31. CRAWFORD, T. J. Police Overperception of Ghetto Hostility. Journal of Police Science and Administration, v. 1, n. 2:168-174. June 1973. (NCJ 12017)

This article forwards findings of a study conducted to compare police officers' perceptions of ghetto hostility with actual attitudes of ghetto residents. Data for the study, conducted in a small industrial city in California with a high proportion of minority residents, were obtained from responses of ghetto residents to questions concerning their attitudes toward the police. Responses of the ghetto residents were then compared with the responses police officers predicted ghetto residents would make. On each of the questions the responses the police predicted the public would make were more anti-police than the actual public response. The police underestimated the amount of respect ghetto respondents would have for them and overestimated negative responses to the police brutality question. When further tests were performed on the data, results showed that officers with less education and those with irrationally negative attitudes toward minority groups were most prone to exaggerate anti-police sentiment.

32. EISENBERG, T. Job Stress and the Police Officer: Identifying Stress Reduction Techniques. In Kroes, W.H. and J.J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 9 p. MICROFICHE (NCJ 43645)

GPO Stock No. 017-033-00149-9

Thirty-three alleged or implied sources of psychological stress in police work are identified, discussed, and categorized. Taken together, the identified stressors appear to support the conclusion that law enforcement is a high-stress occupation. The six major categories of stress and the stressors within the categories are as follows: (1) intraorganizational practices and characteristics (poor supervision, lack of career development opportunities, inadequate reward/reinforcement system, offensive policy, excessive paperwork, poor equipment); (2) interorganizational practices and characteristics (lack of career development opportunities, jurisdictional isolation); (3) criminal justice system practices and characteristics (ineffectiveness of corrections subsystem, unfavorable court decisions, misunderstood judicial procedures, inefficient courtroom management, preoccupation with street crime); (4) public practices and characteristics (distorted press accounts of police incidents, unfavorable minority attitudes, unfavorable majority attitudes, derogatory remarks by neighbors, adverse local government decisions, ineffectiveness of referral agencies); (5) police work itself (role conflict, adverse work scheduling, fear and danger, sense of uselessness, absence of followup, exposure to suffering, the "ups and downs" of the police officer's schedule, consequences of actions,

the cumulative effects of stress over a long career); and (6) the police officer's characteristics (incompetence, fear, nonconformity, the ethnic minority officer, the female officer).

33. GOLDSMITH, J. and S. S. GOLDSMITH, Eds. Police Community: Dimensions of an Occupational Subculture. Pacific Palisades, California, Palisades Publishers, 1974. 295 p. (NCJ 14809)

A collection of readings is presented concerned with the occupational, psychological, political, and social dimensions of the police community. The police community attempts to identify and define those distinctive cultural and behavioral patterns that are associated with the occupational role of the police officer, authoritarian acting-out, intradepartmental socialization, and the training of recruits by senior patrol officers are three of the factors that tend to perpetuate this subcultural pattern. The concept of the police community has been separated into four dimensions for the purpose of organizing the readings. The occupational dimension considers the police officers as an "economic man" in his role as worker. The readings in this section attempt to determine how membership in the police community shapes on-the-job behavior and how this unique job situation affects the police officer. The psychological dimension refers to the existence and nature of a "police personality" type. Some of these readings equate the police personality with authoritarianism, whereas others portray it as a reflection of the social groups from which police are likely to be recruited. The political dimension is concerned with the political phenomena of interest group activities, the police officer as an agent of government, the police political ideology, and local community power over police activities. Finally, the social dimension readings examine the theme of recruit socialization from the perspectives of police solidarity and the development of codes of behavior.

34. GRANT, M. G. Relationship of Moonlighting to Job Dissatisfaction in Police Officers. Police Science and Administration, v. 5, n. 2:193-196. June 1977. (NCJ 42131)

A total of 163 New York City police officers were administered a 52-item anonymous questionnaire to determine what role, if any, job dissatisfaction played in motivating them to moonlight. It was the null hypothesis of this study that there would be no differences in the level of job satisfaction for college attendees, moonlighters, and those officers holding only one job. The data reveal that the three experimental groups, when paired in all combinations, did reflect varying degrees of job satisfaction. Of these, moonlighters displayed the greatest degree of dissatisfaction. In fact, they were significantly less satisfied than both police officers holding only



one job and those attending college. If the results can be extrapolated and applied to all moonlighting police officers, then the magnitude of job dissatisfaction becomes apparent. Police administrators must be willing to admit the possibility that many police officers moonlight because they are not receiving the satisfaction they require from their jobs as law enforcement officers. Police departments must recognize that the individual is the department's most important asset, and no amount of technological advancement in sophisticated weaponry, electronics, or breakthroughs in forensic science will help the department unless those using these tools derive an acceptable amount of job satisfaction from the work. Police departments can take their cue from private industry which has made important advances in alleviating job dissatisfaction. The use of job enrichment incentives as one such tool has been found to be most effective. Tabular data are provided. References are footnoted.

35. GRENCIK, J. M. Toward an Understanding of Stress. In Kroes, W.H. and J.J. Hurrell, Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 19 p.

MICROFICHE (NCJ 43656)

GPO Stock No. 017-033-00149-9

A theory concerning the causes and symptoms of stress is discussed, with particular attention to signs of stress in police officers and methods of coping with stress. There are four types of stress: the internal stresses of the individual, stress from interaction of two or more people, stress from an organization, and stress from the environment or social system. Theoretical approaches to understanding stress include those concerned primarily with stimuli or environmental conditions, those concerned with the state of the organism produced by the stressing condition, those concerned with the mediating events between the stimulus and the condition, and those that regard the stimulus as the stress and the resultant condition as the strain. Internal stresses resulting from unresolved fears and concerns may accentuate the experience of stress originating in external sources. People who have satisfactorily resolved the basic question of their own worth appear to be able to cope more easily with other stresses. The process of coming to know one's self is a life-long undertaking that should be, but generally is not, supported by organizations such as police departments. Examples of police behavior and personality traits that indicate a failure to resolve internal stresses, an arrest of personal development, and a surrender to external stressors are noted. A list of references is included.

36. GROSS, S. Bureaucracy and Decision Making: Viewed From a Patrol Precinct Level. Police Chief, v. 42, n. 1:59-64. January 1975. (NCJ 26138)

The characteristics of the police bureaucracy and its effects on the police officer's role and attitudes are reviewed, and recommendations for improving police accountability and operations are given. Bureaucracy is characterized by a hierarchical arrangement of offices, rules for uniformity, and impersonality of relationships. In the police organization, bureaucracy takes the form of military concepts of lines of authority, unity of command, division of work, and specialization of function. Among the effects of police bureaucracy are overwhelming amounts of paperwork, a decrease in effective management-line officer communication, indecision as to the proper role and actions of police, nonenforcement of certain laws owing to indecision of the officer, the rise of corruption, establishment of informal centers of power which can be used to overcome bureaucratic entanglements, and isolation of the police as a group from the rest of society. The author describes how each of these conditions has been caused by the police bureaucratic structure. Several recommendations for improvement of police operations are then made including increased police education, increased inservice training, use of police legal advisors, use of the neighborhood team concept in policing, and increased community input into police operations.

37. HAHN, H. Profile of Urban Police. In Goldsmith, J. and S. S. Goldsmith, Eds., Police Community: Dimensions of an Occupational Subculture, 1974. Pacific Palisades, California, Palisades Publishers, 1974. p. 15-35. (NCJ 29344)

This police personality profile, drawn from several previously published studies and reports, describes such key personality traits as attitudes toward the public, motivations for joining the force, and police solidarity. The studies presented in this article suggest that the police officer may possess several attributes that differentiate him from both the general public and other occupational groups. For example, many studies have indicated that men entering police ranks emerge from working and lower middle class backgrounds. Police officers also are characterized by such traits as high solidarity among the police ranks, a high degree of alienation from the public, aggressiveness, pessimism, suspicion, and offensive and conservative sentiments. The author concludes, among other things, that police perceptions of antagonism and estrangement from the public probably are primarily responsible for many other aspects of their conduct.

38. HARRIS, R. N. Police Academy: An Inside View. New York, John Wiley and Sons, 1973. 215 p. (NCJ 10713)

Presented is a sociological analysis of police recruits, their instructors, and police work, based on the author's participant observation in a police training academy. From his experience as a civilian participant in a police training academy class, Richard Harris has formulated a sociological analysis of police recruits, their instructors, and police work in general. The analysis concentrates on the relation of police training to police defensiveness, professionalization, and depersonalization. It indicates a significant causal relationship between these sociological facets of training and the solidarity and group personality which police officers demonstrate in all areas of police work. The author finds serious ideological discrepancies between academy training and in-the-field police work which cause confusion for police officers over their proper self-image, the efficacy and relevance of their formal training, and the general police role. Harris concludes with some specific recommendations concerning the process and structure of police training. Lectures and technical courses should be replaced with discussion sessions and reading assignments that touch on important contemporary social issues. Police departments should commit themselves to providing more time, money, and personnel to their training programs: during his probation period the recruit should receive additional, structured, practical training from hand-picked supervisory patrol officers.

39. HILTON, J. Psychology and Police Work. In Alderson, J. C. and P. J. Stead, Eds., Police We Deserve, 1973. London, England, Wolfe Publishing Ltd., 1973. p. 93-105. (NCJ 25840)

This report describes briefly the effects of psychological stress on police performance and ways the science of psychology can be used to improve working conditions and elicit appropriate responses. Stresses induced by shift work, especially shifts from 10 p.m. to 6 a.m. are the result of body temperature differentials. Stresses can also be caused by lack of proper eating habits (thus a lower blood sugar level) and lack of good sleep habits. Police under stress have a harder time assimilating information than when they are not under stress. This can explain many inadequate responses that are made under pressure in very complicated situations such as multivehicular collisions in which officers will administer first aid to the first casualty encountered rather than treating the most seriously injured. Other factors are also considered.

40. JOHNSON, T. A. Police-Citizen Encounters and the Importance of Role Conceptualization for Police Community Relations Issues in Criminology, v. 7, n. 1:102-119. Winter 1972. (NCJ 04533)

An analysis is made of the conflicting perceptions of the police role by citizens and police themselves. A better definition of the police role is crucial to improved police-community relations. Police perceive their two most important functions to be protecting the security of persons and property and the enforcement of the laws. Although police practices and personnel review procedures emphasize the law enforcement role, most police officers spend the major part of their time keeping the peace rather than apprehending criminals. The resulting role conflict is further aggravated by citizens' demands for noncriminal justice services. The public asks the police to perform the functions of family counselors, obstetricians, and agents of socialization for potential delinquents. This mixture of enforcement and service functions creates further conflicts and results in adversary encounters which almost neutralize the gains of police-community relations programs. One of the reasons police-citizen interactions take on such an adversary character is that police officers often confuse the words "fear" and "respect." To be feared does not necessarily mean that one is respected; nor does respect necessarily involve fear. Many police officers, however, believe fear does precede respect. The problems of role conflict manifested by many police-citizen interactions suggest that structural and organizational deficiencies must be addressed before police community relations can improve. References are cited.

41. KENNEDY, D. B. Dysfunctional Alliance: Emotion and Reason in Justice Administration. Cincinnati, Ohio, Anderson Publishing Company, 1977. 283 p. (NCJ 42388)

This anthology deals with emotion and reason operating within criminal justice personnel as they act and make decisions in the areas of arrest, deliberation, judgment, imprisonment, probation, and parole. Emotion tempered by reason and reason mitigated by emotion are considered to be dynamics necessarily involved in the criminal justice activities of a democracy. Through the articles presented, the reader will recognize there are no absolute solutions to the difficulties that arise, because both reason and emotion must be simultaneously nurtured in the administration of justice.



42. KIRKHAM, G. L. Metamorphosis. In Kroes, W. H. and J. J. Hurrell, Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 8 p. MICROFICHE (NCJ 43657)  
GPO Stock No. 017-033-00149-9

A theory concerning the patterns of police aggression and hostility displayed in minority ghettos is set forth, with reference to a researcher's experience as a patrol officer in Jacksonville, Florida. For 5 months, an assistant professor of criminology worked as a regular, uniformed patrol officer in a Jacksonville ghetto. During that period, the researcher became caught up in the frustration, anger, and aggression he had always condemned and recognized as irrational in police officers. The experience brought out the fact that, unlike other practitioners who deal with social and psychological problems, police officers are not removed from the context in which those problems occur. Police officers must deal with other people at their worst and must do so in personally threatening situations. Police who work regularly under stressful conditions develop a defense mechanism by which they repress unacceptable thoughts and consciously assert the confidence and aggression as a means of coping with underlying feelings of fear and anxiety, feelings that would be incapacitating were they to become conscious. This response corresponds closely to the psychological concept of reaction formation.

43. \_\_\_\_\_ . Signal Zero. Philadelphia, Pennsylvania, J.B. Lippincott, 1976. 208 p. (NCJ 38506)

This book presents a first-person account of a criminology professor who left his university for several months to work as a street patrolman in a high-crime precinct in a large American city. As a result of his experiences, the author changed his previously held opinion that the police officer's job attracted basically insecure, hostile, and authoritarian personalities. He recounts his experiences of fear and emotional pressure combined with the necessity to act decisively while facing people at their worst under conditions of poverty and tragedy. The book is intended to bring greater understanding of what it really means to be a police officer.

44. KOTECHA, K. C. and J. L. WALKER. Police Vigilantes. In MacNamara, D.E.J., Ed., Readings in Criminal Justice, 77/78: Annual Editions. Guilford, Connecticut, Dushkin Publishing Group, Inc., 1977. p. 60-64. (NCJ 38448)

An examination is presented of the underlying causes of police vigilantism, the extent to which this phenomenon is manifested in the United States today, and the reform efforts which could affect police



vigilantism. Noting that police misbehavior can be for good reasons as well as bad, the author defines police vigilantism as acts or threats by police which are intended to protect the established sociopolitical order from subversion but which violate some generally perceived norms for police behavior. This vigilantism can arise from a variety of factors related to the police job: frustrations arising from role conflict, the police's monopoly of legitimate domestic force, and perceptions of a threat to the established order. The author examines the literature on police vigilantism, and finds that although little mention of vigilantism has been made in official reports, current fiction does pay considerable attention to this problem. The political causes of vigilantism in police are briefly examined. The author concludes that reforms such as increased police education and lateral entry may reduce vigilantism although increased community ties for police would tend to increase vigilantism.

45. KRAJICK, D. Liability Crisis: Who Will Insure the Police? Police Magazine, v. 1, n. 1:33-40, March 1978. (NCJ 45249)

The increasing number of civil liability suits brought against police and the increasingly limited availability of liability insurance are discussed. Liability suits against police increased 446 percent between 1967 and 1977. In 1977, 3,900 suits were filed nationwide. Of these, 25 percent charged brutality and 40 percent false arrest. It is estimated that as many as 14,000 suits will be filed in 1978. Large cities in litigious States such as California, Illinois, and Florida are hit hardest. Liability insurance has become more difficult to obtain and more expensive. Many feel that the major threat of liability lawsuits is that some officers, with increasing awareness of the legal risks of making a mistake in a high-pressure situation, may not take any action at all. Local governments bear the financial brunt of most liability suits. Large settlements are fairly uncommon, but lengthy litigation is not. For example, in 1976 the city of Los Angeles paid \$584,754 in court awards and out-of-court settlements. However, legal and clerical expenses amounted to twice that figure, and investigative expenses added to the cost. Several State courts have limited the amount of damages for which a plaintiff may sue a public official or entity in state court. Although there are several legislative proposals to cut back the amount of civil litigation against police, it is difficult to assess their chances.

46. KROES, W. H. Psychological Stress in Police Work. 1974. 28 p. (NCJ 13558)

This paper, presented at a joint colloquium of the Illinois Department of Mental Health and Northwestern University Medical School,

offers a psychologist's argument that police are suffering severe strain as a result of the job, including the decline of public regard. Although the line of work is often dangerous, this affects police morale and health less than other factors. Police feel "hassled" by their own administrators, by judges who reprimand them, by attorneys who humiliate them, and by a public which is often openly contemptuous. Contrary to public opinion, people who become police officers are not neurotic brutes, but healthy, normal human beings. Within as little as 3 months, however, the police officer's performance, health, and home life may reflect the effect of the negative community attitudes. The police officer may cope with the pressures by deadening sensitivity and by avoiding involvement. Ulcers, coronary attacks, and suicides are high among officers.

47. LOTZ, R. and R. M. REGOLI. Police Cynicism and Professionalism. Human Relations, v. 30, n. 2:175-186. 1977. (NCJ 42306)

A sample of 324 police officers was used to evaluate the assertion that cynicism is inversely associated with professionalism and, further, that it is lowest early and late in an officer's service and highest at mid-career. The sample consisted of 242 patrol officers, 44 sergeants, and 38 senior officers from 9 small- to medium-sized police departments in Idaho and Washington State. Ranging in strength from 10 to 116 uniformed officers, the departments serve communities with populations of 7,000 to 135,000. Two separate measures were applied to the officers--the Niederhoffer (1967) cynicism scale and the standard Hall (1968) professionalism scale, as revised and shortened by Snizek (1972). The findings support earlier research on cynicism by Niederhoffer, and also by Wilson (1967). Professionalism and cynicism among uniformed personnel were found to be inversely and fairly strongly related. However, this relationship is partly the result of differential bias, since one dimension of professionalism--calling to the field--and one dimension of cynicism--cynicism about police dedication to duty--tap essentially the same concept. The accuracy of Niederhoffer's timeframe was also supported by the findings, with cynicism peaking in mid-career. It is recommended that future research focus more directly on the departmental characteristics that foster cynicism and loss of commitment. Tabular and graphic data are provided, along with references.

48. NIEDERHOFFER, A. Behind the Shield: The Police in Urban Society. New York, Doubleday, 1974. 269 p. (NCJ 15240)

This book deals with a variety of urban police activities including police roles, organization of the police force, the strains associated with police work, and relationships between the police and the public. The author, a former member of the New York City Police

Force, explores several different themes. The police department's transition from bureaucracy to professionalism and from order to anomie is discussed. Also described is the change from idealism to cynicism that the individual police officer undergoes. The results of a research study on police cynicism are included in the appendix.

49. Study of Police Cynicism. Doctoral Dissertation. New York, New York University, 1963. 335 p. (NCJ 07250)

This dissertation attempts to explain the acceptance of corruption and brutality by the police officer in sociological terms. The author describes police cynicism as a stage of latency which is a critical turning point on the continuum leading from commitment to anomie. Cynicism is viewed as a defense mechanism which absorbs the shock of failure and frustration, allowing a measure of psychological aggression which would not be feasible in any other form. Four sources of cynicism are identified, but emphasis is placed on the role of professionalism in the problem. Professionalism is purported to be the best means of combating cynicism, but ironically it is also one of the main causes of the problem. The proponents of professionalism stress higher education as a panacea for the defects in the system. Those police officers lacking such education defend themselves by joining the subculture of cynicism.

50. NIEDERHOFFER, A. and A. S. BLUMBERG. Ambivalent Force: Perspectives on the Police. Corte Madera, California, Rinehart Press, 1973. 368 p. (NCJ 10706)

The police occupation and role is viewed from the perspectives of a behavioral scientist, journalist, lawyer, historian, and police officer. The social context in which the police function is discussed and similarities in the way in which police have handled disruptions in every era are indicated. The book uses a comparative approach in presenting racial, ethnic, and religious differences to account for the political stance of various police officers. Public and private myths about the police are explored as well as the psychological impact of police work. The authors deal with the organizational and institutional constraints of the police system and the problems of police professionalization. The sources of the police values of secrecy, authoritarianism, and defensiveness are examined. A chapter on police discretion presents the social, organizational, psychological and ideological variables operating in the exercise of that discretion. Relations between police and the ghetto urban communities and the range of legal issues affecting police work are considered. Recommendations for change are presented.

51. PEARSON, M. A. Factors Undermining Police Commitment to the Role of Law. Doctoral Dissertation, Tallahassee, Florida State University, 1974. 265 p. (NCJ 18965)

This dissertation presents an exploration of factors which could undermine a police officer's commitment to the rule of law, pursued by weighing the officer's commitment, as a dependent variable, against four other factors of behavior. The study represents an extension of Skolnick's thesis (1966) that the major problem facing the police is their response to the demands for order maintenance under a rule of law. The four independent variables tested were the officer's background characteristics, his personality, the effects of the police culture and socialization, and the importance of threat in their occupational environment. The study was based on data collected from questionnaires administered to members of the Columbus, Georgia, police force. Little support was found for the argument that traditional recruitment practices and subsequent relative homogeneity of social class backgrounds and attitudes strongly influence the officer's perception of his role. The strongest support was found for threat as an independent variable, a factor which the author sees as having large implications for future research in police deviance. The background literature, study hypotheses, research design, conclusions, and implications are fully detailed.

52. PRICE, B. R. Police Corruption, An Analysis. Criminology, v. 10, n. 2:161-176. August 1972. (NCJ 07630)

This article presents a sociological analysis of the group and individual pressures leading to criminal behavior by police. Structuralist and symbolic interactionist theories are used to explain police corruption. The crux of the structural argument, as applied to police corruption, is that legitimate means are not available to police to fully secure goals (money and success as represented by high status and material accumulations). Police then turn to non-legitimate sources of income. The symbolic interactionists maintain that an individual's group identification can be with either honest or dishonest fellow officers and that socialization into one group or the other is predictive of behavior. A bibliography and footnotes are appended.

53. REISER, M. Some Organizational Stresses on Policemen. Journal of Police Science and Administration, v. 2, n. 2:156-159. June 1974. (NCJ 14480)

This article presents a narrative description of some types of organizational stress on police officers. Failure to be promoted and internal investigations are two major sources of stress for police officers. Also mentioned are the jackass fallacy and the John Wayne



syndrome. The jackass fallacy is the philosophical outlook held by many administrations that employees will not be motivated unless there is a carrot held before their face or unless they are beaten by a stick. The John Wayne syndrome is a pervasive authoritarian outlook that is especially harmful to a police officer's family life.

54. SKOLNICK, J. H. Sketch of the Policeman's "Working Personality." In Cole, G. F., Ed., Criminal Justice; Law and Politics, 1972. Belmont, California, Wadsworth Publishing Company, 1972. 20 p.

(NCJ 25799)

Police officers' cognitive perceptions of the world are influenced by two important variables, danger and authority, which differentiate their perceptions from society and its "normal" way of operating. The author explains how the hypothesis emphasizing the generalizability of the police officer's "working personality" is compatible with the idea that police division of labor is an important analytic dimension for understanding operational law enforcement. The process by which this "personality" develops includes the following: the police officer's role contains two principal variables, danger and authority, which should be interpreted in the light of a "constant" pressure to appear efficient. The element of danger seems to make the police officer especially attentive to signs indicating a potential for violence and lawbreaking. As a result, the officer is generally a "suspicious" person. Furthermore, the character of the officer's work makes him less desirable as a friend, since norms of friendship implicate others in his work. Accordingly, the element of danger isolates police officers socially from that segment of the citizenry which they regard as symbolically dangerous and also from the conventional citizenry with whom they identify. The element of authority reinforces the element of danger in isolating the officer. Typically, officers are required to enforce laws representing puritanical morality, such as those prohibiting drunkenness, and also laws regulating the flow of public activity, such as traffic laws. In these situations officers direct the citizenry, whose typical response denies recognition of their authority, and stresses their obligation to respond to danger. The type of officer who responds well to danger, however, does not normally subscribe to codes of puritanical morality. As a result, officers are unusually susceptible to charges of hypocrisy. That the whole civilian world is an audience for police officers further promotes their isolation and, consequently, solidarity. Finally, danger undermines the judicious use of authority. Where danger levels are relatively low, the judicious application of authority is facilitated.



55. TIFFT, L. L. Cop Personality Reconsidered. Journal of Police Science and Administration, v. 2, n. 3:266-278. September 1974. (NCJ 25009)

How specific task environments, task demands, and organizational structures in each of five different units in a major urban police department affect the attitudes and working personality of the police are investigated. The research employed a variety of methods, including general observation, interviews with command-level personnel and with supervisors, controlled observation of individual officers, and a small number of interviews with the citizens involved in the observed encounters. The research observers recorded that the elements most frequently mentioned by the officers as critically affecting their work were courts, danger, citizen attitudes, bureaucratic pressures for efficiency and initiative, and bureaucratic restrictive constraints. However, the importance of each of these factors was found to vary between the five units studied--patrol, the tactical force, traffic, burglary, and general assignment. Police attitudes on such topics as the police mission and the citizens they serve were also found to differ between the units. The data suggested that the observed officers, regardless of their units, generally developed an attitude of friendliness. However, specific task-related attitudes were found to emerge. For example, detectives resented citizens for their noncooperation, whereas traffic police viewed citizens as ordinary people. The author concludes that specific police tasks do give rise to differing police attitudes, concerns, and behaviors.

56. TOCH, H. Police Morale: Living With Discontent. Journal of Police Science and Administration, v. 6, n. 3:249-252. September 1978. (NCJ 50832)

The many factors which contribute to police morale are examined, and the relationships between organizational goals, peer opinions, outside pressures, and morale are discussed. Recommendations are made. After observing that morale is often lowest among those members of the force who are most valuable, the author examines the relationship between morale and work performance. It is pointed out that conflicting messages from the administration, conflicting goals within a division, or conflicting peer opinions contribute to low morale. This is especially common in police work. Part of the police administration might emphasize number of arrests, part the quality of arrest, and not infrequently, both of these goals are in conflict with a community service or watchman philosophy of policing. Reasons for some officers' high morale may be in conflict with organization goals. Pockets of low morale can reflect job stress or personal problems. Administrators are urged to listen to officer complaints and to determine the reason for the complaint. Often the conflict felt by individual officers is an important clue to serious trouble at higher levels. Low morale is

called a prelude to significant reform. Administrators are also encouraged to let officers "talk out" personal problems. A supportive work atmosphere can help the officer work through problems at home. Footnotes contain references.

57. WILLIAMS, R. N. Legal Aspects of Discipline by Police Administrators, 2d Ed. Evanston, Illinois, Northwestern University, 1977. 13 p. (NCJ 44295)

Legal ramifications of internal disciplinary procedures by police agencies are identified: the significance for supervisors of over 90 court decisions is discussed. The rules concern conduct unbecoming an officer, association with undesirables, criminal offenses, misuse of alcohol and other drugs, failure to pay debts, immorality, misuse of firearms, bribery, neglect of duty, residency, moonlighting, free speech and political activity, hairstyles, the fourth amendment rights of search and seizure, the fifth amendment rights against self-incrimination, use of polygraph, and entrapment. It is noted that although there may have been a time when a police administrator had nearly full control of administering his department, the situation has changed in recent years. In 1977, State and Federal courts, as well as several Federal Government agencies, affect the operations of the department by their rulings. There continues to be room for exercising authority by a police administrator in disciplining his personnel, but such authority must be within the bounds of the law. References and footnotes are appended.

## **MANAGEMENT APPROACHES**

58. BARKER, B. B. Methods for Reducing Stress in a Small Police Department. In Kroes, W.H. and J.J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 6 p.  
MICROFICHE (NCJ 43655)  
GPO Stock No. 017-003-00149-9

Sources of stress for police officers in small communities are discussed, and strategies for reducing stress are suggested. Most officers in small-town police departments are natives of the community. Often lines of authority are not formally stated, because everyone in the community knows where each officer stands within the department. The patrol officer usually covers his tour alone in a patrol vehicle. When on duty, he may be solely responsible for protecting the citizens of the town and for preserving order. Because police departments in small towns are highly visible, there is greater opportunity for citizens to criticize police action in specific instances. The time between events requiring police action may be long. Boredom may cause officers to overreact to minor situations. Sensitive incidents requiring cautious, deliberate approaches may be mismanaged. Many attempts to reduce stress experienced by police officers in small towns are subconscious, such as efforts to promote communication and to provide officers with the equipment they request. Clear, concise statements of policy and procedure, together with appropriate training and instructions, can help to alleviate the anxiety experienced by officers required to respond to medical and other emergencies. Making certain that backup assistance is available for each patrol officer is important in relieving anxiety. The police chief can use local mental health agencies in dealing with the problems of individual officers and should become acquainted with counseling techniques himself.

59. BAXTER, D. Coping With Police Stress. Trooper, v. 3, n. 4:68-69, 71, 73. July-August 1978. (NCJ 50045)

Occupational stress in law enforcement often results in family problems. An Orlando (Florida) Police Department program aimed at solving these problems is described. Four cases are presented to illustrate the stress factor in police work and its effect on the officer's personality and on the officer's family life. Police officers, within the first few years of occupational life, have an extraordinarily high divorce rate, and according to the Police Foundation's research, 30 percent of the divorces are directly traceable to job-related problems and pressures. There is an increasing trend for persons arrested or being investigated by a police officer to threaten the officer. Police officers suffer from a high alcoholism and suicide rate. They tend to be strict in dealing with their children and uncompassionate towards their family. In Orlando, the police department has developed a program to deal with



police-related family problems. Its objective is to educate police spouses concerning the stress involved in police work and to provide encounter-group therapy to allow spouses to share concerns and methods of dealing with problems. A ride-along program also operates, permitting a police spouse to observe firsthand the daily experiences of the police officer. Officers and spouses watch training films and films on social and personal issues and discuss them together following the viewing. The discussions show that most police officer family problems are typical and that most difficulties result from shift work. The police department has initiated some experimental shifting of work schedules in response to this finding and is preparing to implement team policing in an attempt to provide officers with positive human encounters while on duty.

60. BLANCH, M. H. Psychology for Law Enforcement: Service and Survival. Police Chief, v. 44, n. 8:66-68, 104. August 1977. (NCJ 43184)

Psychology must be an integral part of every police training course, not only for dealing with others in crisis situations, but also for helping officers deal with their own personal problems. The stresses of police work appear in mounting divorce, suicide, and alcohol dependency figures. To help officers survive, both physically on the job, and psychologically within their own lives, police education must deal with the problems of stress, mental health, and chemical dependency. The Dakota County, Minnesota, program starts with a personal profile of the officer to identify the factors which may affect job performance. It then considers interpersonal relationships and communications. Because the stress of police work takes its toll on the family, seminars for spouses are set up; other programs set up ways for the officer to talk out his stress and get help before he falls victim to a stress-related illness. Dealing with mentally ill persons on the job and with personal mental health are covered. To handle chemical dependency, materials from the Johnson Institute of Minneapolis are used, supplemented with group discussion. Treatment programs are offered for officers with alcohol problems. Conflict management and crisis intervention are taught through video taped role-playing activities. It is suggested that if police officers are to be more effective, they need to have referral services available to them during the 10 p.m. to 2 a.m. period when most service calls come in. Since such services operate on 8 a.m. to 5 p.m. schedule, this will take a great deal of effort, but police should not be expected to perform social service functions available from other public agencies.



61. BROADWAY, F. M. Police Misconduct: Positive Alternatives. Journal of Police Science and Administration, v. 2, n. 2:210-218. June 1974. (NCJ 14486)

The investigation mechanism for complaints against police can be an effective instrument for the reduction of complaints if it is corrective, not punitive, in nature. Internal investigations are mostly conducted outside the regular chain of command and are adversarial in nature. This situation relieves the complained-against officer's superior of responsibility, and stops investigation of a complaint if the complainant withdraws. To ameliorate these conditions, the author suggests the use of peer review panels, field tape recordings, and civilian review boards.

62. BRODERICK, J. J. Police in a Time of Change. Morristown, New Jersey, General Learning Press, 1977. 249 p. (NCJ 43296)

Actual incidents are used to illustrate what happens when a police recruit is hired and trained, handles his first arrest, is called on to deal with family crisis situations, and rises in rank. This textbook, an outgrowth of a course in "Sociology of the Police Occupation," includes much material from the students' actual experiences. The effects of a police officer's personality on his work are examined in chapters on "The Enforcers," "The Idealists," "The Realists," and "The Optimists." Changes in police training are examined, and ways suggested to use formal and informal training to emphasize positive qualities. Police relationships with citizens, especially children, elderly persons, and special groups, are changing; the need for training in interpersonal relationships is emphasized. Officers also need access to community facilities to help them handle family crises and other situations which increasingly are becoming police matters. Changing the police organization to give more support to individual officers, to attract better recruits, and to give officers more of a role in determining policy is discussed. Advantages and problems of the move toward greater professionalism, with its emphasis on education, are noted. Appendixes contain discussion questions; summaries of the Mapp, Miranda, and Escobedo Supreme Court decisions; and a bibliography.

63. BRODSKY, S. L. Situation-Specific Stressors and Training for Police. In Kroes, W. H. and J. J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 10 p. MICROFICHE (NCJ 43647)  
GPO Stock No. 017-033-00149-9

The development of a series of filmed enactments for use in sensitivity-reduction training for state troopers and a study of police officers' perceptions of their experiences are reported. The filmed vignettes employ the subjective camera technique, in which actors and actresses speak directly to the viewer. The vignettes vary in the types of situations they depict (supervisor-supervisee interactions, interactions with the public in situations not involving law enforcement, traffic ticketing, racial incidents) and in the degree of hostility directed toward the viewer. The research methods used to identify stressful situations, to film the vignettes, and to evaluate the effectiveness of the films in a training context are reviewed. The evaluation, conducted at the Illinois State Police Training Academy, produced mixed results, including affirmation by trainees of the general worth of the training technique. In a separate experiment, 58 police officers in attendance at the University of Alabama Law Enforcement Academy in Tuscaloosa were asked to describe the various "strens" (positive life experiences of major impact) and traumas related to their careers in law enforcement. The subjects' emphasis on the strens of occupational achievement and helping relationships may be relevant to an understanding of police vulnerability to job stressors. Supporting data and a list of references are included.

64. CIZANCKAS, V. I. Uniform Experiment and Organization Development. Police, p. 45-49. September 1971. (NCJ 03424)

Results of a uniform change, use of college training, and structural developments in management in the Menlo Park Police Department are discussed. In August 1969, the entire police department switched to a green blazer uniform. It is hypothesized that this uniform change was connected with a subsequent decrease in assaults on officers and an increase in traffic-citation production. Developments during 1971 in departmental training, management policy, and college education programs are reported. The results of a 1971 seminar which evaluated the departmental reorganization program are discussed. The 1968 reorganization eliminated 2-man units and adopted a zone policing concept to allow greater flexibility and utilization of team personnel. It is postulated that the reorganization resulted in crime reduction and an increase in police services.

65. DASH, J. and M. REISER. Suicide Among Police in Urban Law Enforcement Agencies. Journal of Police Science and Administration, v. 6, n. 1: 18-21. March 1978. (NCJ 46455)

Occupational stress and its possible relationship to police suicide rates are discussed, and suicide rates for officers in the Los Angeles Police Department are examined to determine influential factors. A number of studies have found police work to involve exceptionally high levels of stress related to organizational and role pressures on police officers. To date five studies examining the suicide rates among police have been undertaken. Suicide rates have been found to be exceptionally high for New York and Wyoming police officers, exceptionally low for Denver and London, and intermediate for other police departments. Over a 7-year period (1970-1976) suicide rates for Los Angeles police averaged 8.1 per 100,000 with considerable variation among years. Compared with Los Angeles County suicide rates (e.g., 15.3 per 100,000 in 1973) and national rates (e.g., 12.6 per 100,000 in 1975) these rates are relatively low. Although the reasons for this low rate of suicide are complex, a number of factors may have influenced police suicides in Los Angeles. These include the institution of rigorous physical and psychological evaluation and screening, a difficult and extensive police training program, and a more progressive attitude toward and availability of mental health services. The behavioral science services section offers a comprehensive program of primary and secondary prevention. Initial training and inservice training dealing with such topics as mental health service availability, occupational stress factors and their recognition, application of psychological principles in the field, and brief crisis intervention are offered. In addition, free counseling services are available to personnel and their families. Finally, the services section offers a variety of coping workshops and seminars.

66. DONAHUE, M. J. Peer Counseling for Police Officers: A Program for Skill Development and Personal Growth. Doctoral Dissertation. Boston, Massachusetts, Boston University, 1977. 168 p.

(NCJ 45388)

A study was designed to ascertain the effects of a course in peer counseling skills upon a group of police officers and to determine ways of helping them deal with the stress arising from the unique nature of their work. A sample of 22 male police officers was chosen from a medium-sized police department in Massachusetts. These officers had volunteered to take a college-level course entitled "Introduction to Counseling." They were randomly assigned to experimental and control groups and were pretested and posttested on the Carkhuff Empathy Scale and the Loevinger Sentence Completion Form. The officers in the experimental group were taught peer-counseling skills of attending, listening, responding, confronting, and planning for

action. Particular job-related issues of concern to police officers were also discussed. The following hypotheses were considered in the study: (1) communication skills of police officers as measured by the Carkhuff Empathy Scale can be significantly improved by a course in peer-counseling skills; and (2) ego development of police officers as measured by the Loewinger Sentence Completion Form can be significantly improved by such a course. Analysis of the test results supported the hypothesized improvement in level of communication skills, although no increase in level of ego development was shown. This lack of change may point out the rigidity of adult ego structures and the need for more powerful experience to stimulate change. The implications of these findings are discussed in relation to the development of peer-counseling programs within police departments. The literature concerning the role and function of the police and the stress of their work is examined. The need for developing ways of dealing with stress is made explicit and peer-counseling is presented as one alternative which may enable police officers to discuss job-related concerns with each other in a helping manner. Suggestions are made for further research in the area of adult developmental theory and in the implementation of peer-counseling programs for police officers. Appendixes outline the curriculum of the experimental course, the tests used to evaluate communication skills and ego development, and the raw scores of the participants. A bibliography is provided.

67. DONOVAN, E. C., Ed. Police Stress, v. 1, n. 1:complete issue. Fall 1978. (NCJ 53209)

This journal includes articles by physicians, police officers, and their spouses, and police chaplains and administrators regarding various effects of police stress and stress alleviation. Several articles address physical and psychological dysfunctions and stress resulting from long and irregular work schedules; confrontation with injury and violence; contact with a prejudiced, suspicious, and hostile public; and disillusionment and disappointment with the job. The effects of police stress include depression; sleeplessness; overactivity of the adrenal glands; reduction in productivity; and a tendency towards gambling, drinking, and suicide. It is recommended that officers stay within their own stress limits and exercise regularly. Police stress is partly a management and administration problem. The police department management and administration should insure that adequate counseling and psychological services are available to officers and should assume the responsibility for referring officers to professional counselors and psychiatric services when necessary. Police education and training should emphasize the importance of alleviating and recognizing stress and of supporting persons suffering from this affliction. The benefits of peer counseling to alleviate emotional problems are considered, and an article outlines measures for dealing with gambling habits that result from



stress. The Federal Law Enforcement Training Center General Stress Awareness Training Program for police is discussed as well as a study conducted by the International Association of Chiefs of Police and the Dallas, Texas, Institute for Aerobics Research to examine the effects of various physical conditioning programs on police officers. A study of suicide among police is also presented which examines data on a sample of 12 effects of shift work on a marriage, as well as the close relationship between officers and their partners.

68. DUNNE, J. A. Counseling Alcoholic Employees in a Municipal Police Department. Quarterly Journal of Studies on Alcohol, v. 34, n. 2:423-434. June 1973. (NCJ 10665)

A rehabilitation program for alcoholics in the New York City Police force, established in 1966 by the police chaplain, is described. The chronic sick list, accident, and disciplinary records were searched to detect police officers with drinking problems. In these cases, a member of the counseling unit, staffed by recovered alcoholic police officers, arranged an interview to offer hospitalization, if necessary, and Alcoholics Anonymous-oriented treatment for 4 to 6 weeks at a halfway house. This was followed by 90 days of limited duty--no firearms--with therapy sessions and daily Alcoholics Anonymous meetings. Of the men who entered the program, 75 percent were returned to full duty. The unsuccessful were transferred to permanent limited duty and became eligible for retirement for physical disability after 1 year. Followup interviews revealed that among those individuals returned to duty, disciplinary actions were reduced to zero and alcohol-related and other sickness absences were reduced by about 90 percent.

69. EARLE, H. H. Police Recruit Training: Stress Versus Nonstress; A Revolution in Law Enforcement Career Programs. Springfield, Illinois Charles C. Thomas, 1972. 232 p. (NCJ 09443)

The efficacy of two opposing methodologies concerning the selection and training of police officers is tested. The Los Angeles County Sheriff's Department conducted a 3-year experiment comparing two training methods. Stress training, based on the military model, involves intensive physical demands and psychological pressure in the form of verbal abuse and uncertainty about required behavior. Nonstress training emphasizes academic achievement, physical training, administrative disciplinary procedures, and a relaxed and supportive instructor-trainee relationship. This book details the background, methodology, and results of a comparison of two recruit classes. The classes were divided into an experimental group and a control group and the trainees in each were matched on the basis of

education, previous military or police experience, marital status, age, and race. The results indicate that nonstress-trained officers displayed a higher level of performance proficiency in the field, a higher level of job satisfaction, and a higher level of performance acceptability by persons served. The appendixes contain detailed data on individual trainee performances, samples of the evaluation forms and questionnaires used, and an extensive bibliography.

70. ELLISON, K. W. and J. L. GENZ. Police Officer as Burned-Out Samaritan. FBI Law Enforcement Bulletin, v. 47, n. 3:1-7. March 1978.

(NCJ 47842)

Situations and individual personality factors that can cause "burn-out" or a crisis reaction to the stress of police work are discussed, and ways to alleviate stress or to help officers cope with it are suggested. The nature of job stress and the psychological and physiological consequences from burnout in civilians are briefly identified. These phenomena can be found in police officers. Both personality variables and organizational structure are important in producing crisis reactions in police officers. There are two main kinds of stress to the police--the acute, transient situation stress from a given episode (e.g., the death of a fellow officer in the line of duty and cases of child victimization), and chronic stress arising from department organizational structure or assignments (e.g., assignment to homicide cases or the medical examiner's office). Moreover, the military model as used in the police system, which emphasizes routine responses to routine situations, itself produces stress. The officer's use of discretion and judgment, so necessary to the performance of police duties, are not given proper emphasis in training or rewarded when they are employed to good effect. Burn-out is not inevitable and can be prevented. The chances that an event will have crisis impact on a police officer are lessened if several basic needs are met, specifically the feeling that one has control over the circumstances of his or her life, the understanding of why things happen, and the ability to predict one's future. A prime need after confronting a stressful event is to discuss it with someone who is understanding but not judgmental. A way to escape the pressure is also important for the mental well-being of the officer, e.g., by periodic assignment to useful work that is not in direct contact with clients. Another method of relieving tension is the informal gathering of a group of officers who rehash the activities of the day. In some cases, social science professionals have been able to provide valuable support for officers by discussion of cases, problems, and insights. A further technique to reduce tension is a regular program of physical exercise which will contribute substantially to the feeling of well-being. Some police departments are even using biofeedback and meditation techniques. Training aimed at minimizing burnout should begin at the recruit level, and may be repeated profitably in a variety of inservice courses. Train-

ing in crisis reactions is particularly important for supervisors and police administrators. In summation, preventing burnout in police officers requires a reorientation and increased concern for the needs of the individual officer.

71. ESBECK, E. S. and G. HALVERSON. Stress and Tension: Teambuilding for the Professional Police Officer. Journal of Police Science and Administration, v. 1, n. 2:153-161. June 1973. (NCJ 12015)

This pilot seminar was designed as a 5-day training program for dealing with confrontation situations created by the changing social role of police officers. The civil disturbance planning section of the Michigan Department of State Police, recognizing the lack of training provided in conflict prevention and resolution, developed a program to prepare officers for this aspect of their changing social role. Grasping and interpreting the effects of stress and teambuilding were the two areas emphasized. The 20 city, county, and State police officers who participated consistently rated the usefulness of this first seminar as high. The impact and transferability of the training to operational situations was evaluated from taped interviews with participants 90 days after the seminar experience. Excerpts from these interviews show that participants retained and used what they had learned in daily work and living situations.

72. FABRICATOR, J. M. and J. DASH. Suicide, Divorce, and Psychological Health Among Police Officers. Essence, v. 1, n. 4:225-231. 1977. (NCJ 45411)

This paper examines the informal consensus that psychological dysfunction, manifested by suicide and divorce, is unusually high among the occupational group of police officers. Data collected from Los Angeles Police Department (LAPD) sworn personnel are compared to available data from military officers and enlisted personnel for suicide and to local and national rates for suicide and divorce. It is suggested that LAPD officers may, in fact, have lower psychological dysfunction rates than presumed. Three factors are proposed to account for this nonconfirmation: (1) preemployment psychological screening efforts; (2) the availability of psychological services from within the police agency; and (3) the personality attributes of individuals who select police work as a profession. References are included.



73. FINK, J. and L. G. SEALY. Community and the Police: Conflict or Cooperation. New York, John Wiley and Sons, 1974. 238 p. (NCJ 15332)

This book examines the problems of police-community relations and the programs being implemented to resolve them. Contending that effective law enforcement depends on cooperation between the police and the public, this book takes a critical look at the problems of police-community relations, and the programs being implemented to resolve them. In the process it challenges many of the traditional approaches to law enforcement and offers a new definition of the role of the police. The authors, both former police officers, begin by defining the police and the community. They examine the perceptions the police and community have of each other. Using personal experiences and anecdotes, they develop a portrait of the police recruit and his socialization into the world of law enforcement. A study of the diverse facets of the community is included. This section provides important insight into the basic problems between the police and the community. In part 2, the authors describe and evaluate the different programs being used to improve police-community relations, such as, community-service officers, youth patrols, community councils, and storefronts. This section presents the important concepts of conflict management and crisis intervention as basic responsibilities for police officers, and discusses alternative strategies for dealing with crisis situations. Other important discussions cover stress situations that contribute to police-community alienation, a more comprehensive approach to the patrol function of law enforcement, and the problems of recruiting minorities for police work. The document concludes with an indepth discussion of the concept of team policing and its practical application. The Holyoke Model, a plan found to be most effective both from the standpoint of police efficiency and client approbation, is examined carefully.

74. FLAMMANG, C. J. Police Crisis Intervention. Chicago, University of Illinois, 1972. 92 p. (NCJ 26801)

Intended as a guide for working police officers as well as a resource for police administrators, this text provides a background on the causes of crisis situations and suggests several crisis intervention approaches. The complexities of urbanized and industrialized society and the factors which cause increased tension and anxiety are reviewed in the first chapter. Aspects of emotional behavior are also discussed, including emotional development, maturity, emotional reactions to stress and anxiety, and emotional pathology. Methods of handling problems of emotional response are then suggested. It is stressed that the police officer should recognize the importance, the commonalities, the normalcy, and the occasions for emotional responses both on the part of the individual encountered and on the part of the police officer himself. The role of the family



in relation to the development of the child and future adult behavior of the individual is examined also. After this review, the author analyzes the police role in society. The traditional criminal orientation of police is assessed. The author argues that law enforcement must reevaluate its role in society and move from its present posture of criminal orientation to that of a service orientation. It is stated that no attempt to develop crisis intervention techniques or programs will be successful unless the service nature of police work is fully perceived. General methods of implementing police crisis intervention services are discussed and specific techniques of crisis intervention are presented.

75. FURSTENBERG, M. H. Dealing with Police Stress. In Kroes, W. H. and J. J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U. S. Government Printing Office, 1975. 9p.

MICROFICHE (NCJ 43659)

GPO Stock No. 017-033-00149-9

The development of a peer-counseling program for stressed officers in the Boston, Massachusetts, Police Department is traced. At the time the counseling program was being considered, the Boston Police Department was characterized by mistrust and ill will between headquarters and patrol staff and by labor-management disputes. Three officers, one a reformed alcoholic, developed the peer-counseling approach as the only feasible way of helping troubled officers, given organizational circumstances. Boston's stress office, so named because the program coordinators felt that officers would be more likely to admit experiencing stress than emotional problems, is located outside the department physically and organizationally. Stress office counselors are protected against departmental inquiry or interference. Objections to the program from the command staff and from the Patrolman's Association are noted, and efforts by program coordinators to overcome the objections are described. The stress office's three counselors thus far have focused on alcoholism. The counselors work with patrol officers referred to them by other officers on an informal basis. In their sessions with officers, counselors emphasize that it is reasonable and not unmanly to acknowledge emotions. The program has also conducted voluntary physical examinations, a weight-reduction program, and a counselor training class for patrol officers. In its first year the Boston program has made progress, but has yet to solve administrative problems and to deal significantly with problem areas other than alcoholism. Lessons from the program development experience are noted.

76. HAINES, L. L. Error Cause Removal. Police Chief, v. 43, n. 10:269-271. October 1976. (NCJ 36468)

A description is provided of an ongoing Concord, California, Police Department program designed to confront and eliminate some of the day-to-day pressures that bear directly on an officer's ability to perform. Intended as an avenue of communication for problems which police officers cannot discuss with their immediate supervisor, the Concord program developed two error-cause-removal committees, one for sworn personnel and one for civilian personnel. These committees serve as the sounding board for complaints, factfinders for rumor control, the pivot point toward expert counseling, information centers, and general problem solvers. All correspondence between the committee and the submitting employee is completely confidential, and numbered question and response envelopes are used to insure anonymity.

77. HARLAN, J. P., JR. Nonstandard Functions of Police Manpower During Periods of Mass Crisis: A Theoretical Perspective of the Command Post. Master's Thesis, Richmond, Kentucky, Eastern Kentucky University, 1974. 132 p. (NCJ 18870)

This study was designed to construct a paradigm for the application of police command post operations in an urban setting and to identify criteria for the implementation and termination of these operations. The specific police responses to eight nonstandard situations (each in a different city) from 1965 to 1973 are examined and compared. (Here "nonstandard functions" refers to the utilization of police personnel during temporary periods of unusual stress, such as riots, civil disturbances, disasters, etc.). An examination of the riots in Los Angeles, Newark, Detroit, and Cleveland discusses a general lack of contingency planning and training for nonstandard operations. New Orleans was shown to have recognized its similar shortcomings and to have taken the necessary corrective measures. The cases of Toledo, New Haven, and New York City are noted as examples of police reaction to nonstandard situations which resulted in a positive outcome. The author concludes that when a police organization does not preplan for nonstandard events, train personnel, conduct periodic revisions of the "plan," or participate in gaming exercises for command and staff personnel, then "organizational shock" will probably occur and paralyze the organizational structure and function of the police agency when a nonstandard situation does develop. A model for police response in emergency situations is presented which centers on the different elements (staff services, liaison, communications) of a police command post. This model is based on data indicating "good" and "bad" prior police responses. A 10-page bibliography of books, articles, unpublished materials, and personal interviews is included.

78. HILLGREN, J., R. BOND and L. SAVELL. Stress Management Model for Law Enforcement. Undated. 21 p. MICROFICHE (NCJ 27735)

The model would involve programs aimed at the origin of organizational tension to reduce stress and immunize the officer against it as well as treatment for job-specific problems as they manifest themselves. This report provides a general orientation toward the kinds of job stress and their effects on police officers as they develop strategies to compensate for an environment perceived as inconsistent. The model is in four stages. The first two, considered proactive because they deliberately attempt to reduce the development of symptoms, include preservice assessment for vulnerability to potential stressors and job-relevant training for necessary behavioral skills and immunization against stress. The next two stages, considered reactive because they are designed to deal with individuals following manifestations of stress symptoms, include the early recognition of symptoms and internal affairs' activities.

79. HILLGREN, J. S. and L. W. SPRADLIN. Positive Disciplinary System for the Dallas Police. Police Chief, v. 42, n. 7:65-67. July 1975. (NCJ 26618)

A psychological counseling program is used by the Dallas Police Department to aid police officers suffering from job stress and to reduce complaints and instances of inappropriate behavior. Referrals to the psychological counseling unit are accepted from the internal affairs division, an officer's supervisor, or the officer himself. The maximum level of confidentiality is maintained. This program will be evaluated primarily through postcounseling tracking of referrals.

80. KENNERLY, S. Pistol Shooting Training, the "Mode" or "Outmoded." Journal of California Law Enforcement, v. 2, n. 3:113-117. January 1977. (NCJ 38879)

The author argues that existing police firearms training is inadequate, and describes a special combat stress pistol course developed by the Santa Monica (California) police which provides training in typical police situations. Statistics on police fatalities are examined to illustrate that most police firearms training does not prepare officers to face dangerous situations. Instead of standard firing-range training, the author proposes the use of a combat-style course which simulates police work situations. One such course, developed in Santa Monica, has the following characteristics: close range firing, poor light, video and auditory distractions, and physical stress. Officers use live ammunition and fire at silhouette targets. Using this "real-life" course, officers' combat-shooting

ability was found to be deficient. The author urges that pistol courses such as this be used to reduce officer deaths in shooting incidents.

81. KULIS, J. C. Police Identity Workshops: Psychology Training in Law Enforcement. Police Journal, v. 49, n. 3:181-198. July-September 1976. (NCJ 36476)

A detailed explanation is given of the activities of this workshop designed to assist police personnel in dealing with occupational pressures which lead to police abuse or police inefficiency. The workshop consists of a series of interlocking activities in which trainees are put under a high degree of psychological pressure to examine themselves in terms of their individual ability to adapt to their occupational role. Participants receive cognitive input relative to job performance and then, in role-playing situations, are forced to put ideas into action. Activities are timed and executed so as to stimulate participants to try to develop an occupational identity of being a person who is active, who takes initiative, who displays leadership, and who does not respond to events which, if blindly reacted to, would frustrate the achievement of his official objectives. The total workshop is designed to last 64 hours--approximately 2 full working weeks--and workshop activities fall into three clusters: (1) laboratory sessions, in which trainees play the part of police officers responding to assorted incidents; (2) theory sessions; and (3) personality measurement sessions. Daily morning theory sessions consist of a package of lectures and readings in social psychology. The goal of the personality measurement session is to stimulate participants, via structured comparisons of themselves with other peoples, to think about their general psychological functioning and its relationship to occupational performance and identity. This program has been accredited by the Chicago City College as a credit-bearing course for all Chicago police recruits. References are included.

82. McDOWELL, C. P. Victims, Persecutors, and Rescuers: A Challenge to Police Performance. Journal of Police Science and Administration, v. 3, n. 1:33-37. March 1975. (NCJ 25382)

An explanation is presented of police-citizen contacts using transactional analysis, the study of the transactions among and between people, the reasons for them, and their outcomes. Transactional analysis theory holds that life is like a drama in which people play roles, some of which are manipulative. The three manipulative roles discussed include the persecutor (one who sets unnecessarily strict limits on behavior or is charged with enforcing the rules but does so with sadistic brutality); the rescuer (one who,



in the guise of being helpful, keeps another dependent on him); and the victim (a person who claims to be wrongly denied something so that he need not accept responsibility for his own shortcomings). The author maintains that the police can recognize the general roles being played by the people with whom they deal, and can use these "stimuli" as a basis for their response.

83. MILLS, R. B. Simulated Stress in Police Recruit Selection. Journal of Police Science and Administration, v. 4, n. 2:179-186. June 1976. (NCJ 35934)

Using simulated stress situations in the selection of police recruits as a means of evaluating stress handling, and recruits' psychological requirements for certain police functions at a preemployment level is examined. The author describes situations utilized in the Cincinnati Police Department's simulated stress group method as well as phases of the program and reports on a validation study of the method. Contributions made by the simulated stress recruit selection method to the development of a stress management model for police systems are identified.

84. MOORE, L. and J. T. DONOHUE. Patrol Officer: Special Problems, Special Cures. Police Chief, v. 45, n. 11:41-43. November 1976. (NCJ 51972)

Stresses under which patrol officers must work are described, and remedies are suggested. Supervisors are urged to be aware of stress symptoms and to take action before a good officer is lost. The tremendous tension characteristic of a patrol officer's routine tour of duty is summarized. This tension combines with personal and departmental stress and creates psychological tension, which often reaches crisis proportions. A supervisor must realize that officers should rotate duty. Often, the tendency is to assign only the good officers to high-crime areas. This deprives the less experienced officer the chance to learn and, at the same time, exhausts and decreases the capabilities of the good officers. All human beings need relief from continued tension; police patrol officers need it more than most. The stresses of continually changing tours of duty, departmental inefficiency, and community tensions are examined, and their effects on the total performance of an officer are discussed. The problem is compounded if the officer is also under tension at home. Stress usually manifests itself first in the officer's use of excessive force against suspects or in his inappropriate response to a community situation. For this reason, relieving patrol officer stress is essential to improved police community relations. A series of solutions are proposed. These include training programs to help officers and supervisors become aware of causes of stress and to

suggest ways of coping with stress, seminars for families to help them understand the officer's stress, elimination of departmental policies which increase stress, and improving the community's appreciation of law enforcement officers through sound community relations programs. The development of a vigorous physical fitness program is also urged, because such diversions seem to reduce stress.

85. MUIR, W. K. JR. Police: Street-Corner Politicians. Chicago, University of Chicago Press, 1977. 317 p. (NCJ 39998)

This text examines the moral and intellectual views of 28 young policemen in an American city during the 1970's to explain how police adjust to their coercive role and how they cope with society's irrationality and violence. Based on 5 years of observation, the author presents portraits and interviews which reveal the interplay between patrolmen's most fundamental attitudes and the violence they must often face in their work. The theme of this text is the difficulty of exercising coercive power. After a brief portrait of the attitudes and fears of four policemen, the author analyzes the concept of coercion. An abstract model of a coercive relationship, called an extortionate transaction, is presented, and using that model the author identifies four paradoxes inherent in the effective exercise of coercive power. He calls these the paradoxes of dispossession, detachment, face, and irrationality, and states that they are paradoxes because they contradict other "truths" by which the affairs of a civilized world are conducted. The ways in which each of the four paradoxes of coercive power manifest themselves in the policeman's daily work are explored, and for each, the author distinguishes methods of self-defense and the consequences of each self-defense method. The dynamics by which these paradoxical events affect a policeman's intellectual and moral development are then examined. The author notes that a policeman becomes a good policeman to the extent that he develops two virtues: intellectually, he has to grasp the nature of human suffering; and morally, he has to resolve the contradiction of achieving just ends with coercive means. Whether or not he develops these two virtues depends on the choices he makes among the means of defending himself against the paradoxes of coercive power. These paradoxes represent recurring threats, violence, and irrationality, and the responses he has to make to deal with these paradoxes challenge his basic assumptions about human nature and his conventional notions of right and wrong. The author finds that language is one of the most important factors allowing an officer to obtain these two virtues. In talking out the intellectual and moral issues that face them, policemen are able to adjust to the paradoxes. The training academy and the patrolmen's squad are crucial in this regard, as is the role of the police administration in ensuring that effective training is developed and that good sergeants lead patrol squads. Isolation of the policeman is found to be the most important factor leading to moral and intellectual

disorientation and breakdown. Implications of these findings for improvement of American police organizations are examined in the final chapters of the text.

86. MUNRO, J. L. Administrative Behavior and Police Organization. Cincinnati, Ohio, Anderson Publishing Company, 1974. 213 p. (NCJ 13479)

An overview of the multidisciplinary management approach integrating the fields of police administration and human behavior is presented. Management personnel, including police administrators, are beginning to take advantage of the knowledge produced by social scientists to understand both individual and organizational behavior. The author begins by discussing the purposes, objectives, and goals of police work within the framework of a democratic ideology. He then notes that scientific methodology can provide academics and administrators alike with reasoned policy alternatives which have had their consequences predicted. The remainder of the text draws on research studies of scientists from many disciplines and includes both the theoretical and practical approaches to police work. Individual and cultural influences on the police officer are noted and the "police personality" is discussed. Leadership, supervision, motivation, morale, and productivity within the quasi-military structure of most police agencies are explored. The author concludes that the continued use of an authoritarian philosophy of management frustrates managers and officers and will not produce the kind of democratic policing that society expects. As an alternative, he presents for consideration a model for police organization based on an integration of safety, welfare, and mental health functions which might redefine police roles, broaden police alternatives, and increase individual responsibility and satisfaction through team effort.

87. PAULSON, S. L. Orientation Program for the Police Family. Police Chief, v. 41, n. 3:63-64. March 1974. (NCJ 12988)

A survey is presented of police department programs to reduce the special strains that police work can place on a family relationship. The programs for the members of a policeman's family include tours of the police station, rides in patrol cars, instruction in using police firearms, lectures on the criminal justice systems, talks on the woman's role in a police family, and group discussions of the stresses a police career may create in a marriage. Some departments have included such programs in their recruit training programs.

88. REISER, M. Mental Health in Police Work and Training. Police Chief, v. 41, n. 8:51-52. August 1974. (NCJ 16737)

The organizational roles and stresses encountered in the police department and the situations with which an officer is confronted have produced a need for more police training in the behavioral sciences. Police work is a high-stress occupation involving two types of roles --punitive and helping. Many of the problems with which an officer must deal are listed and include street-level abuse problems (hard drugs, alcohol, child abuse, sexual violence, and physical assault) and hierarchy and peer-group stresses within the department. In general, there is a need for more comprehensive training of officers in the behavioral sciences, including normal and abnormal psychology, criminal psychology, family and adolescent psychology, and crisis intervention. Specialized training in coping with stress also is desirable. It is recommended that discussion and counseling groups be held for policeman's wives to support and assist them in understanding and coping with the gamut of stresses stemming from the police role.

89. \_\_\_\_\_ . Practical Psychology for Police Officers. Springfield, Illinois, Charles C. Thomas, 1973. 194 p. (NCJ 10826)

Psychological questions and problems in lay language, providing police officers with a working knowledge and understanding of human motivations and behavior, are discussed. The modern police officer plays a complex role, one which requires him to bridge the gap between existing written law and the changing values and variant sub-cultures of society. He thus needs to expand his working knowledge of human psychology if he is to function as an effective professional. The author analyzes personal and family problems which the police officer often faces because of stress and hazards unique to police work. The police officer's positive self-image and emotional stability are seen as important first steps to his understanding of those he must serve. Insights into the innovations and problems of others are furnished in chapters dealing with such areas as personal development, mental and emotional disorders, family crises, and criminal behavior. The police officer's behavior in the context of specific stress situations is also presented. For example, the author explores the implications of the policeman's authority role when provoked or challenged by a possible suspect on the street. A concluding chapter discusses the officer's professional development and personal growth, once again stressing the importance of self-awareness and positive self-image. Bibliographies for search-subject areas are included.



90. Stress, Distress, and Adaptation in Police Work. In Kroes, W. H. and J. J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U. S. Government Printing Office, 1975. 9 p.  
(NCJ 43644)  
GPO Stock No. 017-033-00149-9

Factors influencing physiological and psychological stress reactions in police personnel are revealed. Although police recruits are above average in intelligence and emotional ability, each individual has his own stress-tolerance level. When that level is unbalanced, either by a stress overload or by a stress underload, symptoms of distress result. Among the factors influencing an individual's stress-tolerance level are biological rhythms, personality factors, characteristics of the police officer's role, organizational pressures, and peer-group influences. Many programs have been developed to reduce stress through cognitive and behavioral approaches. For example, traditional training programs emphasize technical skills that can support the officer in critical situations. Human relations training programs and experiments with encounter and sensitivity training groups have been employed, as have police identity workshops using role play, cognitive input, simulation of critical incidents, personality-measurement feedback, and other techniques. Other approaches include the team-building format, crisis-intervention training, and interpersonal conflict-management training. The Los Angeles Police department employs a full-time psychologist to provide counseling to officers. The Department also plans to implement a stress management program using biofeedback techniques. Police departments should approach stress problems in an organized manner, recognizing the legitimacy of on-duty exercise and recreation as useful methods of stress reduction. There also should be planned rest opportunities and facilities for officers serving in high-stress assignments. A list of references is included.

91. RICHEY, L. D. Question of Stress Training. Police Chief, v. 41, n. 5:63-67. May 1974. (NCJ 13708)

Assistant Sheriff Howard Earle's study comparing stress and nonstress methods of police training is examined and criticized. Basically the stress method of training police recruits involves discipline and militaristic procedures whereas the nonstress method incorporates a more relaxed and supportive atmosphere. This author challenges the validity and reliability of Earle's study, claiming that the methodology was well-conceived but poorly controlled. An alternative is proposed which combines certain desirable factors of both training methods. The study criticized is NCJ 09443.

92. ROBERTS, M. D. Job Stress in Law Enforcement: A Treatment and Prevention Program. In Kroes, W. H. and J. J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 8 p. (NCJ 43660)

GPO Stock No. 017-033-00149-9

The activities of the psychological services unit of the San Jose, California, Police Department are described. The San Jose program, begun in 1971, psychologically screens entry-level recruits, participates in field training and evaluation for new officers, and provides free, voluntary psychotherapy services for all officers and their families. A two-state validation of preemployment selection criteria has shown that certain criteria, particularly indexes of cognitive skill and emotional stability, are of use in selecting out applicants who would be particularly vulnerable to job stress in police work. In its preemployment psychological screening, the unit uses a multi-method format that includes a psychological test battery, group stress interview, personal interview, and review of background information. Experienced police officers trained as raters and role players participate in the group stress interviews. The unit has developed a task-oriented approach to field training that addresses a number of problems inherent in the use of training officers to orient new personnel. The unit evaluates officers as they go through the academy training program, again after their first year of duty, and prior to any special unit assignment. Unit personnel also conduct sessions on the effects of job stress for each of the department's training programs. Since 1971, over 30 percent of the department's sworn officers have participated in psychotherapy. Common problems include marital difficulties, emotional disruptions following police killings, conflicts with superiors, problems with motivation, and excessive aggression. Approximately 10 percent of the psychotherapy clients have required temporary reassignment. A list of references is included.

93. ROGERS, K. Marriage and the Police Officer. Police College Magazine, v. 14, n. 1:40-42. 1976. (NCJ 38890)

The special difficulties inherent in a marriage that involves a police career are discussed. There are convincing indicators that most policemen's marriages are in danger of breaking up during the first 3 years. The author suggests that a lucid definition of the policeman's job function might help reduce some of the problems. Family counseling and better police officer training are also offered as partial solutions to the problem.

94. RUDDOCK, R. L. Recruit Training: Stress Versus Nonstress. Police Chief, v. 41, n. 11:47-50. November 1974. (NCJ 16168)

The guidance-method approach to recruit training is compared to the total-control environment approach. The total control environment (the traditional approach to police recruit training) involves training under a stress program in a military atmosphere. This approach, however, fails to develop self-discipline and decision making abilities in the recruits. The 48th police recruit class of the Columbus division of police were trained in a total control environment for their first 9 weeks at the academy. For the last 8 weeks, recruits were placed in positions of command (squad leader, platoon leader, company commander) on a rotating basis. Negative discipline was also greatly curtailed. This different approach was evaluated from individual staff reports, staff evaluations of recruits before and after use of this training approach, and personal interviews with recruits. Grade comparisons with other classes, precinct sergeants' comments and reports, and class critiques also were used. It was concluded that the guidance-method approach represented a definite improvement in the training program. However, recruits indicated that the guidance method would not work without the total-control concept first being employed.

95. SCHWARTZ, J. A. and D. A. LIEBMAN. Mental Health Roles in Law Enforcement Consultation. Undated. 22 p. (NCJ 13366)

The major consultation roles in law enforcement that are occupied by mental health professionals are discussed. The introduction traces the growth of interest by police departments in mental health consultation from professionals and identifies factors in both the law enforcement and mental health areas which are central to this development. The specific consultation roles discussed are testing and assessment, counseling and therapy, community relations, training and education, research and program evaluation, administrative consultation, and group leading. The discussion of each role emphasizes role definitions, role constraints, and potential role conflicts. Additionally, the paper focuses on issues which differentiate police consultation from more common areas of mental health consultation.

96. STRATTON, J. Department Psychologist: Is There Any Value? Police Chief, v. 44, n. 5:70-75. May 1977. (NCJ 41119)

The duties and programs developed for the psychologist's office in the Los Angeles County Sheriff's Department are described. Recognizing the value a trained psychologist could add to the law enforcement effort, the Los Angeles County Sheriff's Department im-

plemented a department psychologist's office in 1974. This office can provide confidential counseling to officers; psychological instruction in crisis intervention techniques and social aspects of police work; management consultation; psychological research; liaison with behavioral scientists; aid in criminal investigations; and help in such field emergencies as hostage negotiations, barricaded suspects, or potential suicides.

97. . . . Police Stress, Part 2: Considerations and Suggestions.  
Police Chief, v. 45, n. 5:73-78, May 1978. (NCJ 53238)

This article considers indicators of stress suffered by police officers, signals which officers and supervisors should recognize, and common management methods for coping with and reducing stress. Evidence of increasing unrelieved tension in police officers includes abrupt change in typical behavioral patterns, rapid mood change, suspiciousness, excessive use of alcohol or overeating, hostility, defensiveness, recklessness, decrease in work performance, and bodily and sexual dysfunction. Supervisors often ignore these problems or hide, transfer, fire, or retire the officer on disability. Some supervisors have attempted to rehabilitate officers through departmental services. This approach is recommended and should include honest and open discussions between the supervisor and employee, provision of a variety of services, and establishment of an overall organizational attitude of support and understanding for officers suffering from stress. Stress-reduction activities could be encouraged by the department such as physical exercise, attention to proper diet, and development of self-awareness and relaxation techniques. Administration and management should provide counseling services, spouse programs, and alcohol rehabilitation services. Police training curriculums should cover stress-reduction methods, understanding of the problems and its effects, and techniques for coping with marital problems that arise in police work. References are provided. See NCJ 53231 for the first part of the article.

98. STOTLAND, E. Self-Esteem and Stress in Police Work. In Kroes, W.H. and J.J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 1975. 14 p.  
MICROFICHE (NCJ 43643)  
GPO Stock No. 017-003-00149-9

Methods of organizing and administering police departments so that police officers' perceptions of their own effectiveness will be enhanced are discussed. Research has established that people with high self-esteem are relatively immune to some stresses. A generally high level of self-esteem is related to the ability to cope



constructively with frustrations and threats. In general, an increased emphasis on professionalism can contribute to police officers' self-esteem. The officers' sense of competence with regard to anticrime efforts can be enhanced by increasing the number and variety of criminals against whom the police can move, by regarding patrol officers as generalists, by encouraging officers to follow through on cases, and by providing officers with feedback on their efforts through victimization studies. Officers' sense of competence with regard to noncriminal activities can be enhanced by increasing preservice and inservice training in noncriminal incidents and by providing feedback on the outcomes of such activities as intervening in family disputes. Another approach to increasing self-confidence is to provide officers with more information, perhaps by replaying telephone calls for assistance to the officers assigned to respond or by creating an information bureau within the police department. Training for competence in stress situations may include simulation exercises in police academies and inservice peer feedback. The patrol officer's status in the department can be enhanced by minimizing the number of status differentiations in the department and by introducing nonmilitary ranks. An atmosphere of mutual respect between patrol officers and the community can be promoted through cooperative activities involving the police and the community, surveys of community attitudes toward the police, and elimination of the off-duty powers of the police. A list of references is included.

99. SWANTON, B. Bibliography of Stress for Police, 2d Ed. Woden, Australia, Australian Institute of Criminology, 1977. 90 p. (NCJ 41143)

This bibliography contains entries on written and audiovisual materials relating to police occupational stress.

100. TEMOSHOK, L. and R. RUBIN. Concept Paper on the Development of a Program To Assess and Control Police Officer Job Stress. 1978. 30 p. (NCJ 47304)

A project to assess police officer job stress through a questionnaire which is administered following a filmed simulation of stressful experiences is described, and a program to help officers cope with stress is outlined. Police work is considered to be occasionally hazardous and fraught with stress. The combined effects of job stressors appear to influence and affect the police officer's job satisfaction; influence functioning both on and off the job, and elicit stress-related psychological and psychosomatic disorders. The etiology of stress for the police officer is sketched. To attack this problem of stress, the program has two goals: to identify individ-

uals who would have difficulty coping with stressors inherent in the job of police officer, and to formulate a program based on a decisionmaking model of coping patterns and behavioral options to help the officer make better decisions in stressful situations. Thus, the project has both a testing and a training phase. The assessment technique by FAST (Filmed Assessment of Stress Technique) combines film, with its unique capacity to simulate reality, with a questionnaire and peer-group discussion. The questionnaire is designed to elicit subjects' modes of responding to the stressful stimuli depicted in the film within the categories of cognition, affect, and action potential. It is believed that FAST will provide more meaningful assessment data than several other techniques because FAST is concerned with predicting nonaffective decisionmaking outcomes--the consequences of noneffective stress-coping patterns. After each film, there will be a peer-group discussion in which trainees will write down what they see as possible outcomes to the filmed vignettes. The possible outcomes generated by the group will be discussed. The procedure should indicate the wide range of cognitive appraisals, affective responses, and behavioral options available to all the individuals involved in a particular situation. The Stress Training and Education Project (STEP) of the proposed study may be considered either preventive or remedial. The training phase is based on the theoretical implications of the decisionmaking model of stress assessment. The approach uses emotional confrontation and behavioral commitment via role-playing. Trainees will take turns role-playing the consequences of the behavioral options which they generated in the conceptual component, enacting both positive and negative outcomes in terms of their cost/benefit analysis. The study proposes to validate and evaluate the assessment and training phases by behavioral criteria, such as on-the-job performance measures and supervisor's ratings.

101. TERRITO, L., C. R. SWANSON, JR. and N. C. CHAMELIN. Police Personnel Selection Process. Indianapolis, Indiana, Bobbs-Merrill Publishing Company, 1977. 312 p. (NCJ 42478)

Intended for administrators and supervisors involved in designing and implementing a personnel-selection process, this book analyzes the selection process from the entrance examination through probationary employment. The authors point out there is no single best selection process for police officers. However, they maintain that if the administrative guidelines, investigative procedures, and legal requirements outlined in the book are followed, certain objectives will be accomplished. They include the identification of candidates well-suited for police careers and the recognition of persons who would be classified as high risk candidates for employment. It is cautioned that administrators using this book should be certain that the guidelines set forth do not conflict with their State statutes. Some of the subjects treated are equal employment opportunity in law

enforcement, written entrance examinations, medical and physical standards for law enforcement applicants, using polygraphs and psychological stress evaluators, psychological and psychiatric assessment of police applicants, the character investigation, the oral interview, recruit training, evaluation of probationary officers, and the future of police personnel selection. Samples of various forms used in the selection process are included.

102. TWO TALES OF ONE CITY: THE PHILADELPHIA POLICE AND FIRE DEPARTMENT PROGRAMS. Labor-Management Alcoholism Journal, v. 4, n. 4:1-16. January-February 1975. (NCJ 35122)

The development, services, and benefits of a police program designed to help officers who are problem drinkers through counseling and referrals to alcohol-treatment services are described. The police department counseling unit for problem drinkers was officially established in March 1971 through the efforts of two police officers who were formerly alcoholics. The administration of the program is briefly described, and an outline of the department policy under which this program operates is provided. Referrals to the program may be made by supervisors, family, doctors, or by the officer himself. Benefits of the program in terms of employee morale and recovery from alcoholism are reported. Sample forms used by the project are appended.

103. U.S. DEPARTMENT OF JUSTICE. Law Enforcement Assistance Administration. Law Enforcement Management and the Behavioral Sciences: The Second Alabama Symposium on Justice and the Behavioral Sciences. C.B. Clements, Ed., Washington, undated. 30 p. MICROFICHE (NCJ 27699)

Selected addresses on law enforcement were presented at this symposium conducted by the Center for Correctional Psychology and the Law Enforcement Academy of the University of Alabama. The potential--one that is too often unrealized--of police management in helping to resolve role conflict often experienced by police recruits is discussed. Psychology-oriented courses of the California Highway Patrol Academy are outlined. These include courses in enforcement psychology; applications of psychology to law enforcement; police-community relations, which deals with individual and aggregate manifestations of human relations psychology; and crisis intervention training, designed to help officers provide counseling on a personal level to young people. The role of psychology in the selection and training of law enforcement personnel is also discussed.

104. \_\_\_\_\_ . Law Enforcement Assistance Administration. Los Angeles Police Department: Development and Evaluation of Firearms Training; Final Report, January 1, 1971-September 30, 1974. By Los Angeles Police Department. Washington, 1974. 7 p.

MICROFICHE (NCJ 35726)

The final report is presented of one area of a project to develop and evaluate alternatives to traditional training methods employed by the Los Angeles Police Department utilizing self-paced, individualized multimedia instruction. The project was undertaken in response to a study which disclosed that traditional methods had been stressed to a point where they might no longer be responsive to training demands. This report covers the research, design, and production and validation of the firearms-training package. The package was designed to build the confidence of the individual officers to increase their resistance to the negative effects of stress while acquainting them with the mechanical procedures of firing weapons. This is accomplished by requiring each officer to repeatedly perform in simulated stressful field situations and providing him with immediate feedback as to his success or failure. Accomplishments include the construction of a field problems range and a shooting simulator as well as the writing of scripts on service revolvers, shotguns, and the department's shooting policy to be videotaped after approval.

105. \_\_\_\_\_ . Law Enforcement Assistance Administration. Project STAR (System and Training Analysis of Requirements): Police Officer Role Training Program. By American Justice Institute. Washington, 1974. 630 p. (NCJ 18751)

Presented are modular, role-training programs for the police officer that were designed to develop desired personal characteristics, attitudes, and behavior through active participation in the learning process. The police role-training package is part of a larger project involving criminal justice personnel role training. Common introductory materials and training techniques are used in all the role-training programs. The techniques that are utilized include case study, debate, field trips, lectures, role play, seminars, and simulation training. The role-training modules for police officers include assisting criminal justice system and appropriate agency personnel; building respect for law and the criminal justice process; providing public assistance; seeking and disseminating knowledge and understanding; and collecting, analyzing and communicating information. Other modules are concerned with case management; assisting personal and social development; displaying objectivity and professional ethics; protecting the rights and dignity of individuals; providing humane treatment; enforcing the law impartially; enforcing the law situationally; and maintaining order. This training package is produced in a loose-leaf binder format. Discussion aids and presentation suggestions for instructors appear in the margin.



106. . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Managing for Effective Police Discipline: A Manual of Rules, Procedures, Supportive Law, and Effective Management. Washington, 1976. 416 p. (NCJ 37584)

This manual is designed to give insights into the determinants of effective discipline management and to provide practitioners with recommendations for improving and understanding their disciplinary practices. It first explores the sources of the traditional view of discipline as a management technique to control employee behavior and discusses the usefulness of tools for effective discipline. Subsequent chapters develop the idea that the process is similar for the handling of all major disciplinary cases; deal with the effects of the personalities, skills, motives, and roles of people involved in the management of discipline; and present a compact, practical outline of the operational factors which bear most directly on the effectiveness of discipline. These narrative discussions are translated into prototypes establishing rules of conduct, and disciplinary procedures designed to promote effective management control of officer behavior, and to provide officers with a degree of personal freedom appropriate to contemporary conditions. The prototypes are written in the format of some departmental general orders. A commentary follows each explaining the policy considerations and legal principles underlying the section and illustrates its application. Appended materials include a description of the study methodology, an indexed 80-page annotated bibliography of selected cases on police discipline, a copy of the field survey instruments, and a table of cases. For the Executive Summary and the Supervisors' Handbook, see NCJ 37586 and 37585 respectively.

107. . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Physical Fitness Programs for Law Enforcement Officers: A Manual for Police Administrators. By C. S. Price et al. Washington, U.S. Government Printing Office, 1977. 465 p. (NCJ 44817)

GPO Stock No. 027-000-00671-0

This project presents a systematic development and evaluation of programs and methods that can be used to insure a high level of physical fitness among police personnel. Part 1 of the manual discusses the research conducted during the experimental portion of the study. Included are the methodology, results of physical fitness evaluation of program volunteers, descriptions, results, and discussion of the 20-week experimental exercise programs, attitudes and perceptions toward health and physical fitness, and results of a national survey. Part 2 discusses implementation: administrative considerations, legal issues, and the recommended programs. This final section of the manual is an annotated bibliography. Appendixes contain a medical history questionnaire, an informed consent form, and an aerobics exercise log.

108. VICTORIA DEPARTMENT OF POLICE. New Conception in Police Organizations.  
Victoria, Texas, undated. 12 p. MICROFICHE (NCJ 11022)

The Victoria, Texas, Police Department's 1968-1969 reorganization from a military structure to one oriented to practices of business management is reviewed. The chief motivation for the reorganization was the continued loss of trained officers due to limited promotion and career development opportunities. Military ranks were phased out and business-oriented levels adopted, with creation of five professional pay grades other than the normal supervisory positions. The recruit enters the force as "a probationary employee." After 6 months of satisfactory service, he advances to "public safety officer" with three minor pay increases. After a total of 18 months service, the recruit enters the professional grades, with the title of "public safety technician." Criteria for advancement through the five professional grades are measured by a merit point system and include satisfactory service, required police training hours, and college semester hours. Thus, an officer may advance by his own merit and motivation, and not have to wait for a vacancy in a higher position. Top police management receives formal business management education. The changes have proven successful in aiding career development and personnel retention.

109. WASHINGTON, B. Stress Reduction Techniques for the Female Officer. In Kroes, W.H. and J.J. Hurrell, Jr., Eds., Job Stress and the Police Officer: Identifying Stress Reduction Techniques; Proceedings of Symposium, 1975. Washington, U.S. Government Printing Office, 15 p. MICROFICHE (NCJ 43646)  
GPO Stock No. 017-033-00149-9

Physical, psychological, and other factors affecting a woman's ability to perform as a police officer are discussed, and methods of reducing on-the-job stress experienced by female officers are suggested. Women generally are weaker physically than men. Identifying differences in physical agility and performance between women and men can help police training staff to develop techniques that will build on each officer's physical attributes. The traditional view that women are too emotional and lacking in objectivity to handle the psychological stresses involved in law enforcement has come into question. Like the male officer, the female officer's emotional stability is a matter not only of what she feels during stressful situations, but more importantly, what she does to adapt to those situations. Female officers should keep in mind that, because very few people understand why a woman wishes to be a police officer, it is futile for the female officer to judge herself completely by others' standards. Female officers also need to decide what is morally right and wrong for themselves, to become familiar with what is lawfully right and wrong, and to learn to accept the consequences of their actions. Female officers also must be realistic about the

extent to which their profession will pervade their lives. Among the stress reduction techniques that can help female officers prepare for their roles are the following: (1) introduction of superior-inferior relationships between new officers and training officers to familiarize the former with the semimilitaristic police organization; (2) experience with loud, harsh discipline to accustom the female officer to verbal abuse; (3) strenuous physical training; (4) command and control practice; (5) teamwork experience with male officers; (6) experience in handling stressful situations alone; and (7) mock courtroom dramatization. A list of references and a table showing physical differences between men and women and their implications for agility tests are included.

110. WESTON, P. B. Supervision in the Administration of Justice: Police, Corrections, Courts, 2d Ed. Springfield, Illinois, Charles C. Thomas, 1978. 219 p. (NCJ 50563)

Fundamentals of supervising employees in police departments, sheriffs' offices, courts, probation and parole agencies, and correctional institutions are discussed in a classroom/self-study text. Like the original text, the second edition expands on the theme that supervising employees in criminal justice agencies requires a special body of knowledge. Five new chapters have been added. One focuses on the supervisor's role from first-level supervision of employees to middle-level and executive supervision. Others detail supervisors' responsibilities with respect to ethical behavior, employees' rights, equal opportunity, and the conducting of interviews and counseling sessions with employees experiencing problems related to job stress. Other chapters, all of which have been modified and updated, cover the duties and responsibilities of supervisors; leadership; decisionmaking; training; communications; employee misconduct and corrective discipline; work motivation, job satisfaction, and morale; and work assignments and appraisal. Learning aids include a statement of chapter objectives at the beginning of each chapter and review and discussion questions at the end of each section. Major concepts and practices are illustrated in charts and diagrams. Lists of references are included.

111. WICKS, R. J. Applied Psychology for Law Enforcement and Correction Officers. New York, McGraw-Hill, 1974. 230 p. (NCJ 12100)

Theoretical and practical tenets of basic and abnormal psychology are applied to law enforcement and corrections, including techniques of interviewing and interrogation. Law enforcement officers in daily contact with a variety of individuals must be able to react professionally in all situations. This text introduces its readers to basic theoretical and practical psychological principles to assist

officers in understanding their actions and those of others. The initial section, "General Psychology," presents essential aspects of personality, learning, and emotional stress. Additionally, four main techniques of psychological investigation--experimental clinical, naturalistic observation, and statistical--are discussed. In order to deal effectively with persons under extreme stress, an understanding of abnormal behavior and mental illness is also necessary. Neurosis, psychosis, character disorders, and alcoholism and drug addiction are examined in turn. Subsequent material reviews techniques of interview and interrogation, emphasizing the importance of the interview relationship and the physical conditions under which the session is conducted. The final chapters focus on correctional psychology, traffic safety, crowd control, and community relations. At the conclusion of each chapter, review questions are provided. The appendixes include a listing of periodicals and a directory of professional associations of interest to law enforcement and corrections officers.

112. WILSON, J. V. Alternatives to Military Rank Titles in Law Enforcement. Police Chief, v. 41, n. 4:16-17, 82. April 1974. (NCJ 13860)

Police Chief Jerry Wilson of the District of Columbia discusses the advantages and disadvantages of abolishing the military rank system for police officers. The author indicates that the military rank system is often rationalized as necessary to establish visible chain of command during emergency police operations. The fundamental problem, he notes, is that police promotion procedures do not follow those of the military. This results in public misunderstanding and status-motivated promotion desires for police officers. If a less visible supervisory structure were established, all policemen would be called "officer," and pay structure and authority within police ranks could nonetheless be maintained. Stress within the department would have to be placed on unity of command, and title would be related to the assignment rather than to the individual. Chief Wilson argues that discipline and efficiency in emergencies has been maintained by numerous agencies without a visible rank structure and suggests that this lead could easily be followed by uniformed police forces.

113. WILSON, M. R. Motivate With a Mule or Recognition. Maryville, Missouri, Northwest Missouri Regional Planning Commission, 1974. 41 p. MICROFICHE (NCJ 17789)

Discussion is presented of a training program and a recognition practice designed to assist small- and medium-sized police departments with the problem of a low motivation/morale level. The MULE (Maximum Utilization of Law Enforcement) concept is designed to give each



person, or a special unit within a department, a goal to strive for. The rationale behind MULE training is to establish a reason for department personnel to obtain training in a number of routine, specialized advance areas, such as eventual assignment to a MULE team (a special police operations unit). The three-phase MULE training would include the following: a technical phase designed as an introduction to a number of specialized areas; a medical phase, such as the 81-hour Emergency Medical Technician Program or the American Red Cross Advance First-Aid Program; and a psychological phase, which places emphasis on the way people think during periods of stress, confusion, and hostility. The specific elements making up each of these phases are outlined in detail. The second method of dealing with low police officer motivation and morale involves the approbation concept, initiating a number of systems for individual recognition for the accomplishment of an outstanding task. Different achievements for which recognition awards can be given are enumerated. A short bibliography is provided.

## APPENDIX A—TRAINING FILMS

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1. DILLSWORTH, D. Perception of Danger. (Motion Picture). Gaithersburg, Maryland, 1974. 20 min., color. (NCJ 16363)

This police training film covers recognition of danger and assessment of self and the situation to insure that proper action is taken by officers dealing with dangerous situations. The film stresses the importance of recognizing the danger involved in police work. Several examples are used to show the need for individual assessment of each situation, and at the same time, self-assessment by the police officer. Comments are made on the physical reactions to fear of danger, such as nervousness, perspiration, and trembling hands, and the resulting distortion of reality (for example, lights become brighter, sounds become louder, etc.). These reactions are all normal and inherent in police work; however, the good police officer recognizes them as natural defenses emanating from a perception of danger and who maintains a psychological balance when dealing with them. Examples such as removing a drunk person from a bar and apprehending robbery suspects are used to show the need for an officer's constant awareness of how the individuals he confronts perceive him. It is also advised that a policeman totally familiarize himself with the physical surroundings of his beat. This film is highly recommended for police officers in training to show them the importance of the human elements involved in their work. A robbery scene which depicts a veteran officer being killed through carelessness indicates that this film is also applicable as a refresher for experienced officers.

2. HARRIS, C., Ed. Interview with Morton Bard. (Motion Picture). New York, Harper and Row, 1976. 200 min., audio cassettes. (NCJ 41922)

In the first part of the taped interview, Dr. Morton Bard outlines the differences of crisis intervention versus conflict management as they relate to policing. In the second part, he discusses the victims of crimes. Bard traces his own career in crisis management and the changes that have been made regarding "human service" aspects of the police function. He discusses the authoritarian versus the authoritative officer as well as the police "Marlboro Man" image. The discussion in the first part then concludes with a look at the difficulties encountered by police administrators and their effects on changes in law enforcement, and the role of the police officer in the future. In part 2, Bard questions who the real victims of crime are and how we can best develop programs to serve their needs. He looks at present research in this field and discusses the need to sensitize those who come into contact with victims and their families.

3. **KIRKHAM, G. Interview With George Kirkham: The Professor Who Became a Cop.** (Motion Picture). New York, Harper and Row, 1976. 120 min., audio cassette. (NCJ 41923)

In this taped interview, Dr. George Kirkham discusses what prompted him to give up his "ivory tower post" as a professor of criminal justice at Florida State University and pursue a career in law enforcement. Professor Kirkham also covers the changing viewpoint of the American public toward police officers, and goes on to discuss the press and the police, the effectiveness of LEAA funding, and the consequences of inequality and poverty in society. Side 2 focuses on the creation of new training programs for police personnel and the need for solving human problems for both the officers and the public. He also discusses the need for a psychological "Sam Brown" and an increased awareness of the pressures and stresses on today's law enforcement officer and administrator.

4. \_\_\_\_\_ . **Officer Stress Awareness.** (Motion Picture). Kansas City, Missouri, Calvin Laboratories, 1976. 22 min., color, 16 mm. (NCJ 38482)

Scientific research reveals that law enforcement is one of the country's most stressful occupations in terms of its overall impact on the individual officer's physical and mental health, as well as his personal relationships. This 3-part film series is designed to focus the attention of both preservice and inservice police personnel on some of the major sources of stress in their profession. In addition, the films are intended to serve as a catalyst for stimulating group discussion of the wide variety of stress situations which commonly arise during routine patrol work. As a result of viewing the series, officers will have both a greater awareness of the sources of stress and the ability to critically examine the various possible ways of dealing with the frustrations created by these stresses. This film, the first in the series, provides a broad overview of the subject of stress in policing. This is done by showing a number of different physical, emotional, and interpersonal stresses encountered by patrol officers. The situations shown include an officer's heart attack brought on by a domestic disturbance, tensions caused by the anticipation of physical danger, public hostility and verbal abuse from "law-abiding" citizens over traffic and parking citations, and pressure to make an on-the-spot decision in a hostage situation. All scenes are based on actual problem situations recreated by police officers for training purposes. Discussion questions are included for each film to assist instructors or group leaders to stimulate discussion of individual stress problems. For the other two films in the series, see NCJ 38483 and 38484.



5. \_\_\_\_\_ . Officer Stress Awareness: Internalizing Problems. (Motion Picture). Kansas City, Missouri, 1976. 22 min., color, 16 mm. (NCJ 38483)

The second in the 3-part series, this film considers some possible reactions to such stresses and the effect of these stresses upon the officer. Strong legal and social pressures to inhibit or control their emotions, dealing with the media image of "supercop," and fear of having signs of internal stress interpreted as personal weakness are cited as contributing to the high rates of alcoholism, barbiturate and amphetamine use, and suicide among patrol officers. Resources within the department (chaplains, psychologists) and in the community are suggested to help officers deal with these unique stresses. Discussion guidelines are included. For the other two films in the series, see NCJ 38482 and 38484.

6. \_\_\_\_\_ . Police Marriage: Personal Issues. (Motion Picture). Kansas City, Missouri, Calvin Laboratories, 1976. 20 min., color, 16 mm. (NCJ 38485)

First in a 3-part film series on police marriage problems, Personal Issues focuses on the impact of the job on sexual harmony, communication, sensitivity, trust, and shared interests. The problem of the police wife's attempt to adapt to her husband's work and its unusual pressures while forming her own identity is explored along with many of her special concerns (for instance, dealing with the reality of daily danger, the availability of other women to her husband, the competition represented by the job, and the often intense friendship of her husband's brother officers). See also NCJ 38486 and 38487.

7. \_\_\_\_\_ . Police Marriage: Family Issues. (Motion Picture). Kansas City, Missouri, Calvin Laboratories, 1976. 22 min., color, 16 mm. (NCJ 38486)

Second in a 3-part film series on police marriage problems, Family Issues considers some of the special problems and pressures encountered by the officer and his children as a result of his work. Included are the problem of his frequent absence from home during times in his children's lives, the emotional barriers to establishing an intimate and enduring relationship with his children, and the special fears and concerns an officer often develops about his children as a direct result of the nature of his work. The problems of arbitrariness and authoritarianism at home, and of unrealistic expectations for children are considered in light of the unique peer-pressures encountered by the children of police officers. See also NCJ 38485 and 38487.

8. Police Marriage: Social Issues. (Motion Picture). Kansas City, Missouri, Calvin Laboratories, 1976. 16min, color, 16 mm. (NCJ 38487)

Third in a 3-part film series on police marriage problems, Social Issues examines the police family in relation to the larger community of which it is a part—friends, relatives, and members of the public. Police departments across the country have become increasingly aware of the alarming incidence of marital and family problems among law enforcement officers as a group. Police Marriage consists of three interrelated films which collectively span the major social and psychological problems facing the officer and his family in modern society. The film seeks to relate the officer, his wife, and his children to the larger community of which they are a part by considering some of the social and psychological problems they often face in dealing with friends, relatives, and members of the public. Typical sources of conflict in dealing with others in informal social settings are explored, as well as various ways in which an officer's work can "contaminate" such interactions. Also considered are off-duty demands and expectations by others that arise from the nature of the officer's work role. The entire series is intended in particular for use with both preservice and inservice officers, their wives, and their children. A brief discussion guide is included with each film.

9. RUBIN, R. Stress Training for Police, Part 1: Fear and Anxiety. (Motion Picture). New York, Film Modules, Inc., 1970. (NCJ 27512)

This unconventional police training film deals with the interaction between the personal emotions police officers may feel in certain stressful situations and the official actions they take. Police officers (portrayed by members of the Mount Vernon (New York) Police Force) express their differing views on how they would and do feel and react in situations involving domestic quarrels calls and violent neighborhood reaction to a recent arrest, particularly in racial (black/white) situations. The incorrect and dangerous things done and the views expressed by some police officers in the film are intended to stimulate discussions on how people sometimes behave when they allow themselves to be governed only by their emotions. The language in this film is raw, good police practice is not necessarily followed, and no attempt is made to enhance the police image. This film is one of a 3-part police experience module which comes with a "Trainer's Guide" and trainee worksheets for each film module. For parts 2 and 3, Humiliation and Anger and Feeling Good, see NCJ 027513 and NCJ 027514.

10. Stress Training for Police, Part 2: Humiliation and Anger.  
(Motion Picture). New York, Film Modules, Inc., 1970. 9 min.,  
b/w. (NCJ 27513)

This unconventional police training film deals with the interaction between the personal emotions police officers may feel in certain stress situations and the official actions they take. Police officers (portrayed by members of the Mount Vernon, New York, Police Force) express their differing views on how they would and do feel and react in situations involving police harassment (physical or verbal abuse). The incorrect and dangerous things done and the views expressed by some police officers are intended to stimulate discussion of how people sometimes behave when they allow themselves to be governed only by their emotions. The language in this film is raw, good police practice is not necessarily followed, and no attempt is made to enhance the police image. This film is one of a 3-part police experience module which comes with a "Trainer's Guide" and trainee worksheets for each film module. For parts 1 and 2, Fear and Anxiety and Feeling Good, see NCJ 27514.

11. Stress Training for Police, Part 3: Feeling Good. (Motion Picture). New York, Film Modules, Inc., 1970. 10 min., b/w.  
(NCJ 27514)

This unconventional police training film deals with the interaction between the personal emotions police officers may feel in certain stressful situations and the official actions they take. Police officers (portrayed by members of the Mount Vernon, New York, Police Force) express their differing views on how they would and do feel and react in situations involving the arrest of so-called winos or "bums." In this case, a police officer gives mouth-to-mouth resuscitation to a bum in a diabetic coma. The emphasis is on how police officers feel about their job and about the things they are called upon to do in the course of an 8-hour shift. The incorrect and dangerous things done and the views expressed by some police officers in the file are intended to stimulate discussions on how people sometimes behave when they allow themselves to be governed only by their emotions. The language in this film is raw, good police practice is not necessarily followed, and no attempt is made to enhance the police image. This film is one of a 3-part police experience module which comes with a "Trainer's Guide" and trainee worksheets for each film module. For parts 1 and 3, Fear and Anxiety and Feeling Good, see NCJ 27512 and NCJ 27513.

12. SCHNITZLER, P. Officer Survival: An Approach to Conflict Management; The Day Everything Went Wrong. (Motion Picture). New York, Harper and Row, 1976. 22 min., color, 16 mm. (NCJ 37894)

This film is first in a series of six police training films on maximizing officer survival and minimizing the possibility of assault and police/citizen injury through use of the discretionary alternatives approach. This approach involves introducing an impartial third party into the dispute, getting the conflict to the point where the disputants can talk to one another calmly, and then quickly moving beyond the precipitating incidents to identify the underlying issue or issues. Two conflict resolution models are emphasized--the negotiated settlement process known as mediation and referral to community agencies. This film is designed to point out the potential danger of serious injury or fatality to any officer in handling disturbing-type calls. In the situations presented, all officer injuries and fatalities occur as a result of the things the officers did or failed to do in properly handling the call. The point of the film is to show that in each of the highly charged emotional situations that could have been averted, officers placed themselves into a position which set up the potential injury to both themselves and the citizens. The three situations presented involve black disputants in a neighbor-to-neighbor dispute, a Mexican American family dispute, and a family triangle situation. All are related to one another by two common denominators: demeanor-attitude and dispute-handling procedures. The film ends with the officers getting together after their watch for a session, thereby presenting the cast of officers for the series--seven types of officers identified as being present in almost any department.

13. Officer Survival: An Approach to Conflict Management; Problem Identification; Determining the Underlying Issues of a Conflict. (Motion Picture). New York, Harper and Row, 1976. 22 min., color, 16 mm. (NCJ 38331)

This film is second in a series of six police training films on maximizing officer survival and minimizing the possibility of assault and police citizen injury through the use of the discretionary alternatives approach. This film illustrates to the patrol officer how to arrive at the call, make contact with the disputants, and avoid getting himself, his partner, or citizens into a situation which could lead to an injury or fatality. The emphasis is on reinforcing the potential danger involved in handling disturbance calls. As in the first film officers set themselves up for potential injuries or fatalities. This film differs, however, in that it presents a negative action followed by an SAA (Survival Awareness Action), designed to stimulate discussion as to its appropriateness in the situation as used. It focuses entirely on the issue of officers approaching po-



tentially explosive situations. It uses one dispute situation which does reach explosive dimensions, that of a separated black couple, Frank and Marian Coles. Awareness of the potential for danger begins when the call is received at the front desk. From this time to the point of contact with the disputants, the officers are taken a step at a time through a series of mistakes which research shows have been made by most officers in the field. The six films in this series were designed to be used as a progressive unit to provoke discussion after numerous showings.\* For the rest of the series, see NCJ 37894, 38080-81, and 38332-33.

14. Officer Survival: An Approach to Conflict Management; Defusing Hostile Individuals. (Motion Picture). New York, Harper and Row, 1976. 22 min., color, 16 mm. (NCJ 38080)

This film is third in a series of six police training films on maximizing officer survival and minimizing the possibility of assault and police citizen injury through the use of the discretionary alternatives approach. This film focuses on control techniques referred to as the officers' psychological Sam Browne. Basically, it provides officers with a series of psychological control techniques designed to assist in restoring order in an inflamed or hostile situation without resorting to the use of physical force unless absolutely necessary. Two dispute situations are used to illustrate these techniques--a landlord-tenant dispute and a domestic quarrel between a recently separated couple. Excerpts of the way officers handle these situations both prior to and after training are contrasted. The conflict management defusion skills illustrated include having an officer blow his whistle to gain the disputant's attention, separating the two disputants by breaking their eye contact, allowing disputants to vent their emotions to the police officer, and use of distractions (routine data gathering, joking, personalizations, the rookie approach). An instructor's curriculum guide accompanies the film.

15. Officer Survival: An Approach to Conflict Management; Problem Identification; Determining the Underlying Issues of a Conflict. (Motion Picture). New York, Harper and Row, 1976. 22 min., color, 16 mm. (NCJ 38332)

This film, fourth in a series of six police training films, shows how to maximize officer survival and how to minimize the possibility of assault and police/citizen injury through use of the discretionary alternatives approach. This film illustrates how to identify specifically and quickly the problems underlying a dispute through a process of calm, organized information gathering. Several issues appear to be the problem. However, through the use of good listening and communication skills, the officer is able to identify the underlying issues of the conflict. Knowing what the issues are, the officers

will be able to move on to one of the conflict resolution processes mentioned above. This film also deals with the often ignored psychological survival of a police officer jeopardized by "negative overloading," the impact of negative contact after negative contact on the attitudes of patrol officers. The six films in this series were designed to be used as a progressive unit which will provoke discussion after numerous showings. For the rest of the series, see NCJ 37894, 38080-81, 38331, and 38333.

16. Officer Survival: An Approach to Conflict Management; Conflict Resolution, Part 1; Mediating Disputes. (Motion Picture). New York, Harper and Row, 1976. 22 min., color, 16 mm. (NCJ 38081)

This film is fifth in a series of six police training films on maximizing officer survival and minimizing the possibility of assault and police citizen injury through the use of the discretionary alternatives approach. This film is designed to show a process of authentic conflict resolution suitable to a wide variety of conflicts where underlying issues are negotiable. The two situations presented involve a dispute between a gas station attendant and a customer and a child custody problem between an ex-husband who brings his girlfriend into the house of his ex-wife. The first situation is shown as it is handled by the officer both before and after training. In the second situation, officers mediate the conflict to a solution which involves the second resolution process, referral. An instructor's curriculum guide accompanies the film.

17. Officer Survival: An Approach to Conflict Management; Conflict Resolution, Part 2; Utilizing Community Responses. (Motion Picture). New York, Harper and Row, 1976. 22 min., color, 16 mm. (NCJ 38333)

This film is last in a series of six police training films on maximizing officer survival and minimizing the possibility of assault and police citizen injury through the use of the discretionary alternatives approach. This film focuses on showing patrol officers how to assist disputants whose problems go beyond law enforcement concerns to appropriate community agencies which deal with those problems. The strategy outlined depends on officer knowledge of referral agencies and the existence of a referral process within the department. The six films in this series were designed to be used as a progressive unit which will provoke discussion after numerous showings. For the rest of the series, see NCJ 37894, 38080-81, and 38331-32.

18. SMITH, E. N. Police on Campus, Part 1. (Motion Picture). Schiller Park, Illinois, 1976. 18 min., color, 16 mm. (NCJ 36085)

This training film, designed for law enforcement agencies whose detail is the university and campus beat, presents true-to-life vignettes depicting mistakes in police citizen communications in campus-crisis situations. The five situations presented cover the general areas of stress management, minority relations, ethics, and jurisdiction conflict. Programmed film stops allow for instructor/class discussion of alternative methods of solving conflict and crisis situations. In the first situation, strong citizen stereotypical images of the police interact with strong police ethnic stereotypes affecting the decisions and actions of both sides. In the second situation, police frustration over victim carelessness clashes with the victim's anger over the routine handling of a breaking and entering case. In the third situation, a police officer finds himself dealing with an illegally parked foreign student who speaks no English. The fourth vignette shows an officer attempting to arrest a student during a classroom lecture over the objections of the professor. The last situation depicts the impersonal handling of a rape victim, exploring the dysfunctional and functional aspects of police officers insulating themselves from trauma. An instructor's discussion guide is included. (For part 2 of this film, see NCJ 36086).

19. \_\_\_\_\_. Police on Campus, Part 2. (Motion Picture). Schiller Park, Illinois, 1976. 18 min., color, 16 mm. (NCJ 36086)

This training film, designed for law enforcement agencies whose detail is the university and campus beat, presents true-to-life vignettes depicting mistakes in police citizen communications in campus-crisis situations. The six situations presented cover the general areas of stress management, minority relations, ethics, and jurisdiction conflict. Programmed film stops allow for instructor-class discussion of alternative methods of solving conflict and crisis situations. The first situation deals with a young officer being intimidated by an important university official into not issuing a traffic citation. Next, a police officer, angered by a dispatch to enforce a parking regulation, vents his frustrations on both the complainant and the violator. In the third vignette, a patrolman is called before his sergeant for spending most of his duty time in search of misdemeanor marijuana cases due to his strong personal feelings in this area. The fourth and sixth vignettes depict campus police handling of challenges to their authority in and jurisdiction over certain matters. The fifth situation deals with peer pressure from a veteran officer to engage in campus voyeurism to relieve the monotony of a boring "night shift." An instructor's discussion guide is included. (For part 1 of this film, see NCJ 36085).

- 2
20. Police: The Human Dimension; Authority, Part A. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35231)

This police training film presents five situations which depict the police use of authority and are intended to stimulate group discussion on the way the officers react to different interpersonal situations. This 8-part film series, intended for both preservice and inservice police training, is designed to stimulate discussion and investigate interpersonal relations issues in the areas of police ethics, police-community relations, job-related stresses, abuse of authority, and police-minority relations. The 40 open-ended problem situations depicted do not lend themselves to quick answers since extenuating factors have been interjected to mitigate any action taken. Instead, they are designed to promote discussion on the way police officers do and should react in the various human relations situations typically encountered in the line of duty. Emphasized are those situations which, traditionally, the average officer has been poorly equipped to handle. Individual vignettes show a rookie being pressured by his veteran partner to accept a bribe offered by a citizen stopped for drunk driving, police handling of a domestic quarrel call, a veteran patrol officer's reaction to being assigned a female rookie as a partner, a prejudiced white officer's handling of a "noisy party" call involving blacks, and objectionable behavior by officers in off-duty situations. Other situations involve an officer being strongly urged to lie on the witness stand in order to "put away" a known criminal, an officer's violent reaction to verbal abuse from private citizens, and officers refusing to respond to "trivial" calls. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film. The eight films include Ethics, Parts A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

21. Police: The Human Dimension; Authority, Part B. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35236)

This police training film presents five situations which depict the police use of authority and are intended to stimulate group discussion on the way the officers react to different interpersonal situations. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film.



The eight films include Ethics, Parts A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

22. \_\_\_\_\_ . Police: The Human Dimension; Community, Part A. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35234)

One of an 8-part series, this police training film presents five open-ended problem simulations which may be used to stimulate discussion and investigate issues in the area of police community relations. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film. The eight films include Ethics, Parts A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

23. \_\_\_\_\_ . Police: The Human Dimension; Community, Part B. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35237)

One of an 8-part series, this police training film presents five open-ended problem simulations which may be used to stimulate discussion and investigate issues in the area of police community relations. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film. The eight films include Ethics, Parts A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

24. \_\_\_\_\_ . Police: The Human Dimension; Ethics, Part A. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35230)

This police training film, one in an 8-part series, uses problem simulation to give officers the opportunity to think through a variety of human relations situations of the sort typically encountered in

the line of duty. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film. The eight films include Ethics, Parts A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

25. . Police: The Human Dimension; Ethics, Part B. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35235)

This police training film, one in an 8-part series, uses problem simulation to give officers the opportunity to think through a variety of human relations situations of the sort typically encountered in the line of duty. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film. The eight films include Ethics, Parts A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

26. . Police: The Human Dimension; Minorities. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35233)

This police training film, one in an 8-part series, uses problem simulation to give officers the opportunity to think through a variety of human relations situations of the sort typically encountered in the line of duty. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film. The eight films include Ethics, Parts A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

27. Police: The Human Dimension; Stress. (Motion Picture). Tallahassee, Florida State University, 1975. Sponsored by LEAA. 23 min., color, 16 mm. (NCJ 35232)

This police training film, one in an 8-part series, uses problem simulation to give officers the opportunity to think through a variety of human relations situations of the sort typically encountered in the line of duty. All the situations presented are designed to assist police officers in exploring individually and collectively both the nature of the problem and the consequences of different courses of action, thus preparing them to deal with similar situations in the field. A booklet of instructional discussion guidelines accompanies each film. The eight films include Ethics, A and B (NCJ 35230 and 35235), Authority, Parts A and B (NCJ 35231 and 35236), Stress (NCJ 35232), Minorities (NCJ 35233), and Community, Parts A and B (NCJ 35234 and 35237).

28. SOUTHERN ILLINOIS UNIVERSITY. Behavioral Simulation Modules: Cops on Cops. (Motion Picture). Carbondale, Illinois, 1975. 5 min., color. (NCJ 25901)

This audiovisual training aid, designed to improve police behavioral responses, consists of several short film modules depicting stressful or emotional situations often faced by police officers on the job. The modules are a series of 27 dramatic film episodes, presented in 6 reels, which attempt to directly involve students in situations they will encounter on the street so they can analyze both the situations and their feelings about them before dealing with them in the real world. The films employ the technique of "subjective camera" in which the viewer sees only the people he is dealing with, mentally supplying his own dialog and reactions. The six films cover traffic stops (2 reels), stress, hostility, stereotypes, and inter-departmental situations. This film deals with situations in the police department, and presents vignettes on the supervisor who will not listen to suggestions, or who constantly places the blame on one officer, or who does not specify duties, or who arouses hostility from subordinates. The film set is accompanied by a comprehensive instructor's guide and a "train the trainer" program to help the instructor achieve the desired training goals. For other films in this set, see NCJ 25896-25900.

29. Behavioral Simulation Modules: Hostility. (Motion Picture). Carbondale, Illinois, 1975. 5 min., color. (NCJ 25899)

This audiovisual training aid, designed to improve police behavioral responses, consists of several short film modules depicting stressful or emotional situations often faced by police officers on the job.

This reel, which deals specifically with hostility, presents such situations as the interracial couple, obscene and extremely insulting harassment, coping with a citizen's disparaging comments on police and hostility toward police in public areas. The film set is accompanied by a comprehensive instructor's guide and a "train the trainer" program to help the instructor achieve the desired training goals. For other films in this set, see NCJ 25896 through 25898, and 25900 through 25901.

30. Behavioral Simulation Modules: Stereotypes. (Motion Picture). Carbondale, Illinois, 1975. 5 min., color. (NCJ 25900)

This audiovisual training aid, designed to improve police behavioral responses, consists of several short film modules depicting stressful or emotional situations often faced by police officers on the job. This reel, dealing with stereotypes, presents modules on blacks, motorcycle gangs, demonstrators, and homosexuals. The film set is accompanied by a comprehensive instructor's guide and a "train the trainer" program to help the instructor achieve the desired training goals. For other films in this set, see NCJ 25896 through 25899, and NCJ 25901.

31. Behavioral Simulation Modules: Stress. (Motion Picture). Carbondale, Illinois, 1975. 5 min., color. (NCJ 25898)

This audiovisual training aid, designed to improve police behavioral responses, consists of several short film modules depicting stressful or emotional situations often faced by police officers on the job. This reel, dealing with stress situations, presents such subjects as a potential attack on police, a potential suicide, and accident situations where the officer is unable to help the injured. The film set is accompanied by a comprehensive instructor's guide and a "train the trainer" program to help the instructor achieve the desired training goals. For other films in this set, see NCJ 25896, 25897, and 25899 through 25901.

32. Behavioral Simulation Modules: Traffic Stop 1. (Motion Picture). Carbondale, Illinois, 1975. 5 min., color. (NCJ 25896)

This audiovisual training aid, designed to improve police behavioral responses, consists of several short film modules depicting stressful or emotional situations often faced by police officers on the job. This film focuses on such subjects as stopping the wife of an important local personage, dealing with irate or sarcastic drivers, the drunken driver, and handling a woman who threatens to accuse



the officer of sexual abuse. The film set is accompanied by a comprehensive instructor's guide and a "train the trainer" program to help the instructor achieve the desired training goals. For the other films in this set, see NCJ 25897-25901.

33. Behavioral Simulation Modules: Traffic Stop 2. (Motion Picture). Carbondale, Illinois, 1975. 5 min., color. (NCJ 25897)

This audiovisual training aid, designed to improve police behavioral responses, consists of several short film modules depicting stressful or emotional situations often faced by police officers on the job. This film, dealing with traffic stops, covers such topics as the woman who offers sex in exchange for ignoring a violation, the driver who pleads to be let off, stopping an old buddy, the young "hippie-type" driver, and hostility from an arguing couple. The film set is accompanied by a comprehensive instructor's guide and a "train the trainer" program to help the instructor achieve the desired training goals. For other films in this set, see NCJ 25896, and NCJ 25898-25901.

## APPENDIX B—LIST OF SOURCES

1. Boxwood Press  
183 Ocean View Boulevard  
Pacific Grove, CA 93950
2. Criminal Justice Publications, Inc.  
801 2d Avenue  
New York, NY 10017
3. Available only through NCJRS  
Document Loan Program and  
NCJRS Microfiche Program.
4. University Microfilms  
300 North Zeeb Road  
Ann Arbor, MI 48106
5. Available only through NCJRS  
Document Loan Program.
6. Same as No. 5.
7. Superintendent of Documents  
U.S. Government Printing Office  
Washington, DC 20402
8. Same as No. 7.
9. Same as No. 3.
10. Northwestern University  
School of Law  
357 E. Chicago Avenue  
Chicago, IL 60611
11. American Society for Testing  
and Materials  
1916 Race Street  
Philadelphia, PA 19103
12. West Publishing Company  
P.O. Box 3526  
St. Paul, MN 55165
13. Same as No. 3.
14. U.S. News and World Report  
2300 N Street, NW.  
Washington, DC 20037.
15. Same as No. 3.
16. Same as No. 3.
17. Same as No. 3.
18. Same as No. 4.
19. International Association of  
Chiefs of Police  
11 Firstfield Road  
Gaithersburg, MD 20760
20. Association for Advancement of  
Psychoanalysis  
329 E. 62d Street  
New York, NY 10021
21. International Association of  
College and University  
Security Directors  
P.O. Box 98127  
Atlanta, GA 30329
22. Same as No. 3.
23. Same as No. 3.
24. National Sheriffs' Association  
Suite 320  
1250 Connecticut Avenue, NW.  
Washington, DC 20036
25. Same as No. 19.
26. Same as No. 19.
27. Charles C. Thomas  
301-327 E. Lawrence Avenue  
Springfield, IL 62717

28. Holt, Rinehart, and Winston  
383 Madison Avenue  
New York, NY 10017
29. Pergamon Press, Inc.  
Maxwell House  
Fairview Park  
Elmsford, NY 10523
30. Columbia University Press  
136 South Broadway  
Irvington-on-Hudson, NY 10533
31. Same as No. 10
32. Same as No. 3.
33. Palisades Publishers  
P.O. Box 744  
Pacific Palisades, CA 90272
34. Same as No. 10.
35. Same as No. 7.
36. Same as No. 19.
37. Same as No. 33.
38. John Wiley and Sons  
605 3d Avenue  
New York, NY 10016
39. Wolfe Publishing Ltd.  
10 Earlam Street  
London WC2H 9LP  
England
40. University of California--  
Berkeley  
School of Criminology  
101 Haviland Hall  
Berkeley, CA 94720
41. Anderson Publishing Company  
646 Main Street  
Cincinnati, OH 45201
42. Same as No. 3.
43. J. B. Lippincott  
East Washington Square  
Philadelphia, PA 19105
44. Dushkin Publishing Group, Inc.  
Sluice Dock  
Guilford, CT 06437
45. Same as No. 2.
46. Same as No. 5.
47. Plenum Publishing Corporation  
227 W. 17th Street  
New York, NY 10011
48. Doubleday  
277 Park Avenue  
New York, NY 10017
49. Same as No. 4.
50. Rinehart Press  
5643 Paradise Drive  
Corte Madera, CA 94925
51. Same as No. 4.
52. Sage Publications, Inc.  
275 South Beverly Drive  
Beverly Hills, CA 90212
53. Same as No. 10.
54. Wadsworth Publishing Company,  
Inc.  
10 Davis Drive  
Belmont, CA 94002
55. Same as No. 19.
56. Same as No. 19.
57. Northwestern University  
Traffic Institute  
405 Church Street  
Evanston, IL 60204
58. Same as No. 3.

- |   |  |
|---|--|
| 59. Organization Services Corporation<br>1616 Soldiers Field Road<br>Boston, MA 02135 | 78. Same as No. 3.   |
| 60. Same as No. 19.   | 79. Same as No. 19.  |
| 61. Same as No. 10.   | 80. California Peace Office Association<br>800 Forum Building<br>Sacramento, CA 95814        |
| 62. General Learning Press<br>250 James Street<br>Morristown, NJ 07960                | 81. Justice of the Peace, Ltd.<br>East Row<br>Little London, Chichester<br>Sussex<br>England |
| 63. Same as No. 3.  | 82. Same as No. 19.  |
| 64. Same as No. 27.   | 83. Same as No. 10.  |
| 65. Same as No. 19.   | 84. Same as No. 19.  |
| 66. Same as No. 4.  | 85. University of Chicago Press<br>5801 S. Ellis Avenue<br>Chicago, IL 60637                 |
| 67. Same as No. 5.  | 86. Same as No. 41.  |
| 68. Rutgers University<br>Center of Alcohol Studies<br>New Brunswick, NJ 08903        | 87. Same as No. 19.  |
| 69. Same as No. 27.   | 88. Same as No. 19.  |
| 70. Federal Bureau of Investigation<br>Washington, DC 20535                           | 89. Same as No. 27.  |
| 71. Same as No. 10.   | 90. Same as No. 5.   |
| 72. Essence Communications Inc.<br>1500 Broadway<br>New York, NY 10036                | 91. Same as No. 19.  |
| 73. Same as No. 38.   | 92. Same as No. 5.   |
| 74. University of Illinois<br>Police Training Institute<br>Chicago, IL 60680          | 93. Police College Magazine<br>Bramshill House<br>Basingstoke, Hants<br>England              |
| 75. Same as No. 3.  | 94. Same as No. 19.  |
| 76. Same as No. 19.   | 95. Same as No. 5.   |
| 77. Same as No. 5.  | 96. Same as No. 19.  |



97. Same as No. 19.
98. Same as No. 3.
99. Australian Institute of  
Criminology  
P.O. Box 28  
Woden  
Australia
100. Same as No. 5.
101. Bobbs-Merrill Publishing  
Company  
4300 W. 62 Street  
Indianapolis, IN 46268
102. National Council on Alcoholism  
1925 North Lynn  
Rosslyn, VA 22209
103. Same as No. 3.
104. Same as No. 3.
105. Davis Publishing Company  
P.O. Box 841  
250 Potrero Street  
Santa Cruz, CA 95060
106. Same as No. 19.
107. Same as No. 7.
108. Victoria Department of Police  
P.O. Box 2086  
Victoria, TX 77901
109. Same as No. 3.
110. Same as No. 27.
111. McGraw-Hill  
1212 Avenue of the Americas  
New York, NY 10020
112. Same as No. 19.
113. Same as No. 3.

# Training Films

1. International Association  
of Chiefs of Police  
11 Firstfield Road  
Gaithersburg, MD 20670
2. Harper and Row Media  
2350 Virginia Avenue  
Hagerstown, MD 21740
- 3-8 Same as No. 2.
9. Film Modules Distribution  
496 Deer Park Avenue  
Babylon, NY 11702
10. Same as No. 9.
11. Same as No. 9.
- 12-17. Same as 2.
18. Motorola Teleprograms, Inc.  
Suite 23  
4825 N. Scott Street  
Schiller Park, IL 60176
19. Same as No. 18.
- 20-27. Same as No. 2.
- 28-33. Same As No. 18.

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